



MINUTES

City of Las Vegas

CITY COUNCIL AND CITY OF LAS VEGAS PLANNING COMMISSION
CASHMAN FIELD CENTER • 400 STEWART AVENUE • 229-6011 (VOICE) • 386-9108 (TDD)

SPECIAL JOINT MEETING OF
June 5, 2000

CITY COUNCIL	PRESENT	ABSENT	EXCUSED
MAYOR OSCAR B. GOODMAN	☒	☐	☐
COUNCILMAN MICHAEL J. McDONALD	☒	☐	☐
MAYOR PRO-TEM			
COUNCILMAN GARY REESE	☒	☐	☐
COUNCILMAN LARRY BROWN	☒	☐	☐
COUNCILMAN LYNETTE BOGGS McDONALD	☒	☐	☐
COUNCILMAN LAWRENCE WEEKLY	☒	☐	☐
COUNCILMAN MICHAEL MACK	☒	☐	☐
VIRGINIA VALENTINE, CITY MANAGER	☒	☐	☐
DOUG SELBY, DEPUTY CITY MANAGER	☒	☐	☐
STEVE HOUGHENS, DEPUTY CITY MANAGER	☒	☐	☐
BRAD JERBIC, CITY ATTORNEY	☒	☐	☐
BARBARA JO RONEMUS, CITY CLERK	☒	☐	☐

ATTEST:


CITY CLERK


MAYOR

**THIS MEETING
CONTAINS SOME
PAGE(S) THAT ARE
ILLEGIBLE/POOR
QUALITY**

City of Las Vegas

**SPECIAL JOINT CITY COUNCIL
and
CITY OF LAS VEGAS PLANNING COMMISSION MEETING
CASHMAN FIELD CENTER
850 Las Vegas Boulevard North
Las Vegas, Nevada 89101
ROOM 104
MONDAY, JUNE 5, 2000
11:00 A.M.**

CALL TO ORDER:

ANNOUNCEMENT RE: COMPLIANCE WITH OPEN MEETING LAW

1. Report and discussion regarding the draft Las Vegas 2020 Master Plan

CITIZENS PARTICIPATION

ITEMS RAISED UNDER THIS PORTION OF THE AGENDA CANNOT BE DELIBERATED OR ACTED UPON UNTIL THE NOTICE PROVISIONS OF THE OPEN MEETING LAW HAVE BEEN MET. IF YOU WISH TO SPEAK ON A MATTER NOT LISTED ON THE AGENDA, PLEASE CLEARLY STATE YOUR NAME AND ADDRESS. IN CONSIDERATION OF OTHERS, AVOID REPETITION, AND LIMIT YOUR COMMENTS TO NO MORE THAN (3) MINUTES. TO ENSURE ALL PERSONS EQUAL OPPORTUNITY TO SPEAK, EACH SUBJECT MATTER WILL BE LIMITED TO (10) MINUTES.

ALL INTERESTED PERSONS ARE INVITED TO ATTEND: A tape recording of all the proceedings will be kept on file in the Office of the City Clerk until final disposition is made.

Facilities are provided for the convenience of disabled persons. Reasonable efforts will be made to assist and accommodate physically handicapped persons. If you need an accommodation to attend and participate in this meeting, please call the City Clerk's office at 229-6311 and advise of your need at least 48 hours in advance of the meeting.

THIS MEETING HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

Downtown Transportation Center, City Clerk's Board
Senior Citizen Center, 450 E. Bonanza Road
Clark County Government Center, 500 S. Grand Central Parkway
Court Clerk's Office Bulletin Board, City Hall Plaza
City Hall Plaza, Special Outside Posting Bulletin Board
Cashman Field Center, 850 Las Vegas Boulevard North

AFFIDAVIT OF MAILING**(Mailing required under the provisions of NRS Chapter 241)**

STATE OF NEVADA)

) ss

COUNTY OF CLARK)

Eva Cotton, an employee of the City of Las Vegas, Nevada being first duly sworn, deposes and says that on the 30th day of May, 2000, a copy of NOTICE, the attached of which is a true and correct copy of the Public Hearing - re: **A Special Joint City Council and City of Las Vegas Planning Commission Meeting** to be held on the 5th day of June, 2000 was deposited in the United States Mail, Postage prepaid, First Class Mail, to each person and/or organization whose name appears on the list maintained in the Office of the City Clerk.

**SIGNATURE****City Clerk****DEPARTMENT**

Subscribed and sworn to before me this

30th day of May, 2000
NOTARY PUBLIC in and for said County and State

 VICKY DARLING
Notary Public - State of Nevada
Appointment Recorded in Clark County
My Appointment Expires 5-12-2002
94-0006-1

**SPECIAL JOINT CITY COUNCIL
AND
CITY OF LAS VEGAS PLANNING COMMISSION MEETING**

**CASHMAN FIELD CENTER
850 LAS VEGAS BLVD. NORTH, ROOM 104
LAS VEGAS, NEVADA 89101
MONDAY, JUNE 5, 2000
11:00 A.M.**

CALL TO ORDER: Mayor Goodman called the City Council meeting to order at 11:13 A.M. and announced that the Open Meeting Law had been met. Chairman Michael Buckley called the Planning Commission meeting to order at 11:13 A.M. and announced that the Open Meeting Law had been met.

ATTENDANCE:

Mayor Oscar Goodman
Councilman Michael McDonald
Councilman Gary Reese
Councilman Larry Brown
Councilwoman Lynette Boggs McDonald
Councilman Lawrence Weekly
Councilman Michael Mack
City Manager Virginia Valentine
Deputy City Manager Doug Selby
Deputy City Manager Steve Houchens
City Attorney Brad Jerbic
Chairman Michael Buckley
Vice Chairman Craig Galati
Commissioner Hank Gordon
Commissioner Stephen Quinn
Commissioner Byron Goynes
Commissioner Marilyn Moran
Commissioner Richard Truesdell
City Clerk Barbara Jo Ronemus

**1. REPORT AND DISCUSSION REGARDING THE DRAFT LAS VEGAS 2020
MASTER PLAN.**

INTRODUCTION:

Tim Chow, Director, Planning & Development Department, gave a PowerPoint presentation of the Las Vegas 2020 Master Plan, which focused on problem areas that were raised in terms of air and water quality, traffic congestion, disinvestments, vacancies and deterioration of the downtown and older areas, and quality of life concerns that were presented at the Strategic Planning meeting of January 2000.

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The City of Las Vegas population has increased 80% over the last ten years and is expected to increase another 70% by the year 2020, bringing the population to approximately 800,000. The question is how can the City grow and yet maintain the quality of life in terms of air quality, water quality, traffic, and crime.

The City's Strategic Plan 2005 was adopted in January 2000 and the mission of that Plan is to make planning and visionary leadership a way to achieve results and create a livable city with an emphasis on growth, quality of life, reurbanization and fiscal responsibility. The 2020 Plan is built on those four categories.

The Plan started with a Charrette Team and then a Steering Committee. Members of the Steering Committee who were present were recognized and commended: Helena Garcia, Planning Commission Chairman Michael Buckley, Dr. Riva Anderson, Jeff van Ee, and Roy Thompson. They represent a broad section of the community as a whole. The Technical Committee was composed of City staff, various representatives from regional agencies and utility companies. Many public meetings were held with extensive discussions, and two more public meetings are still to be held before this item is brought back to the Planning Commission and then City Council. A Special Planning Commission meeting is scheduled for June 15, 2000.

The Steering Committee developed a 2020 Plan Vision Statement for the Master Plan. This Vision Statement is intended to guide the direction and emphasize the goals, objectives and policies of the Master Plan, both area-specific and Citywide.

The area-specific goals, objectives and policies emphasize three problem areas, which are the downtown, older areas and neighborhoods around downtown, and the newly-developing areas, primarily in the Northwest. He indicated on a map the downtown illustrating the boundaries of the area affected by the reurbanization policies. The vision is to make the Downtown a cultural and entertainment center, provide high-quality transit service and create educational and training opportunities. These goals and objectives stem from the Vision Statement, the survey and the 2005 Plan.

Mr. Chow indicated on a map the neighborhood revitalization area is being expanded as a result of working with Neighborhood Services to include outside areas shown in yellow that will benefit from special help. That map will be presented in a subsequent draft.

The third area involves newly developing areas north of Cheyenne where staff is looking toward growth, County islands, traffic, affordable housing and amenities such as recreation and education that are important to the City.

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Mr. Chow pointed out the Citywide policies, which include the four goals including economic diversity, cultural enhancement, fiscal management and regional coordination. There was enthusiastic support of cultural enhancement by the Steering Committee. Staff applied two tests to determine whether or not the vision is achievable. The first test involved a community survey of approximately 800 people via the Internet, at City leisure centers and special public meetings. This was a rather innovative approach to achieve a more dynamic and attractive area, especially for housing with walkable and safe streets. The survey addressed the acceptability of higher densities, preferences for commercial corridors and mass transit issues. The responses to this survey reflect the citizens' support of the City's vision.

The second innovative test involved a series of models to demonstrate the effect of implementation and the fiscal impact as well. The City was fortunate to have strong support from the Regional Transportation Commission and County, who were generous with their staff. He reviewed various slides involving baseline projections from 2000 through 2020 and population growth before discussing the modeling results and impact on land use, air quality, transportation and fiscal revenue. It was no surprise to find that most growth is projected on the outskirts of the City, primarily in the south and west, while population in the central and downtown areas is declining.

A set of projections was prepared based on what might happen if there was a vigorous downtown as a result of policies implemented over the next 20 years. Those projections anticipated combined population growth, more employment and increased housing. Staff has also identified the target areas from which they hope to draw for this growth.

More projections were prepared using a second set of policies pertaining to neighborhood revitalization. With this intervention, it is believed that older areas will also increase in population.

Finally, he addressed the impact of the policies for the Northwest over the next 20 years. He reviewed various maps to demonstrate trends and the impact of such policies. The maps showing the housing implementation were not available. The composite effect showing implementation of all three sets of policies demonstrated the difference that intervention will make on growth. Greater concentrated and centralized growth will reduce traffic congestion and allow more creative solutions to transportation impact mitigation. Using a slide, Mr. Chow demonstrated the 70% increase in transportation capacity by 2020. A second slide reflected projections after implementation of the policies discussed and the reduction of daily trips. There is a concern that growth must be controlled and mass transit development is critical. Development must be more compact.

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Councilman McDonald asked Mr. Chow if congestion would be reduced by the opening of the complete beltway. Mr. Chow said staff is assuming the beltway will go through anyway with or without these policies, so they have concentrated on altering land use patterns, which accounts for the biggest difference in projections. Mayor Goodman asked if a fixed guideway is in the equation. Mr. Chow responded that a fixed guideway is not in the equation, and that it would further improve the situation.

One model examined the difference in air quality, which is a current problem with significant consequences. Through compact development, it is believed that carbon dioxide can be reduced by 8%, which is important for the City.

Implementation of these policies would also result in decreased vacancies in downtown and older parts of town where there are empty shopping centers. Redevelopment and revitalization of those centers will generate more revenue through increased property taxes.

In summary, Mr. Chow repeated that more compact and mixed-use development would enable Las Vegas to grow while maintaining its high quality of life, better manage its traffic, improve its air quality and generate more property tax revenue.

Councilman McDonald noted that his office has worked with the Las Vegas Metropolitan Police Department and different City Department Directors to answer approximately 416 calls in the area of Rainbow Boulevard. He asked Mr. Chow to enlarge Map 8 to include that area before the map is adopted by the City Council. Enlarging this map in no way implies that someone lives in a bad area, but that the City is working to revitalize shopping centers and neighborhoods and to preserve those neighborhoods. Additionally, this area has very active homeowners associations that are into neighborhood revitalization. Mr. Chow replied that he would be happy to do that. Councilman McDonald commended Mr. Chow and his staff and everyone involved with the Las Vegas 2020 Master Plan.

Mr. Chow introduced Tambri Heyden, Project Manager of the Las Vegas 2020 Master Plan, Tom Perrigo, and Gary Leobold. Mayor Goodman commented that Mr. Chow put into form the City Council's vision of those things that are very important to all the Council members.

Commissioner Gordon clarified that the recommendation is to expand the area westward to include some of the problem areas, but not specifically change the redevelopment map. Councilman McDonald added that the redevelopment guidelines would be expanded farther to the west to include neighborhoods where there has been a problem with graffiti and need lighting improvements. Commissioner Galati verified with Mr. Chow

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that the development community has been very supportive of the policies that encourage mixed use and higher densities in the revitalization areas. Mayor Goodman added that there is a great deal of interest in exploring the viability of projects that will be remunerative and at the same time consistent with the 2020 Master Plan. In fact, Commissioner Gordon has been actively looking for development in the downtown area and interestingly another developer is interested in the same space that Commissioner Gordon shared an interest in. Councilman Mack and he met with a developer who is currently developing clustered houses in the Summerlin area and it would be a natural for that developer to come downtown and build these types of housing projects. The City and the Departments of Planning and Development, Building and Safety, and Public Works are certainly in a position to assist the developers who are showing an interest in coming into the community and doing business in the City of Las Vegas. Mayor Goodman noted that when he first took office there was a complaint within the developer community that the City was not as attentive to their needs as perhaps other entities in the Valley. However, he believes that the City is as good as its colleagues, as far as assisting developers and contractors with their projects within the City's boundaries.

Commissioner Gordon commented that he has been involved in numerous redevelopment projects, the largest of which was the redevelopment of a shopping center in downtown Anchorage. He has also worked with redevelopment agencies in California, one of which had clustered housing. He agreed with Mr. Chow with respect to keeping retail within the area of the people who live there. However, the lots and parcels downtown are really too small to accommodate a modern-size grocery market, which is key to a neighborhood shopping center. Those markets today are 55,000 to 60,000 square feet and the blocks are 100,000 square feet, so it would require vacations of some streets to put blocks together. If this were done, the City would have a viable opportunity for a shopping center downtown. However, he does not believe that housing should go on major retail streets in the downtown corridor, such as Charleston Boulevard or Las Vegas Boulevard.

Mayor Goodman stated that for downtown development to be successful, it should incorporate job creation, housing and retail uses, including at least one market. To that end, the Council has started a policy of encouraging developers appearing for special use permits in the more affluent areas of the community to consider also bringing such a market downtown.

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Councilwoman McDonald requested that she would like to see an additional policy statement added in the topic of economic diversity as it relates to education, especially higher education. She pointed out that cities such as Austin, Texas; Phoenix, Arizona; and Seattle, Washington; are homes to higher institutions of learning. There is the possibility of building a western campus for UNLV in Ward 2. Las Vegas has one of the lowest rates in America of high-school students who are college bound. Unless there is some type of policy statement that includes the educational component, especially the higher educational component, the City will never be able to attract jobs and industries. An educated work force is needed to match those needs. Mr. Chow replied that the quality of education policies are spread throughout the other portions of the Plan and it is not in the economic diversity portion. However, the Plan can be amended to either include that or shift some of those policies that are in the document. Ms. Heyden indicated that the educational aspects are mentioned either as an objective or policy throughout the 2020 Master Plan under Reurbanization, Neighborhood Revitalization, Newly Developed Areas, and Regional Coordination sections. Commissioner Gordon commented that it took him four years to convince Barnes and Noble to come to the Las Vegas area. The mentality of those retailing companies was that there were not enough college graduates in Las Vegas who read books. Finally, in 1995 when more college graduates moved to Las Vegas the first Barnes and Noble store was opened in Henderson. Councilman McDonald asked Commissioner Gordon whether he feels that the mentality of those companies would change as the technology changes. Commissioner Gordon replied that he believes it would, but some retailers still believe everybody in Las Vegas lives in hotel rooms.

Councilwoman McDonald emphasized that education belongs in the Economic Diversity section. The Northwest does not have a major research corridor and if the City of Las Vegas works hand in hand with its universities, it could be achieved in that area.

Commissioner Moran pointed out that the Master Plan 2020 does not address the UMC Medical District. Mr. Chow noted that the intent is to add that to Phase 2 where not only could some changes to the Medical District be proposed, but also changes could be made in other areas of the City as they relate to the General Plan and density increases. Commissioner Moran commented that the problem with waiting for that is the realignment of Alta Drive and all the development that is going on right now in the UMC Medical District. It may be too late to make any changes if areas continue to be rezoned.

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Councilman Weekly stated that five years ago when former Councilman Hawkins was in office the West Las Vegas residents requested to be part of the West Las Vegas Plan and to have more of an active role in planning their own neighborhood, which began as Ward 1, changed to Ward 3, and is now Ward 5. He asked what measures can be put in place to ensure that this update will not fall on deaf ears. He is aware that when Councilman Reese assumed this area many of the residents felt that their ideas were not taken into consideration. He asked whether more technical assistance could be given to the residents as they work on these plans in the future. Mr. Chow replied that several members of the West Las Vegas community were part of the Steering Committee and at least two of their suggestions were incorporated into the Plan.

Councilman McDonald and Mayor Goodman thanked the Planning staff for working with the Council in following their directions. Mayor Goodman announced this is the time for public comment.

Helena Garcia, 919 East Bonneville, member of the Steering Committee of the Master Plan 2020 and Co-Chair of the Downtown Central Development Committee (DCDC), noted that it was very discourteous of the Planning Department not to allow the Steering Committee members to know about this meeting until last Friday, especially since they wanted to hear the comments from the City Council and Planning Commission members. She was especially upset because her name appears in the Las Vegas 2020 Master Plan. She was appointed by the City Council and takes that appointment very seriously. She pointed out that during the different meetings relating to the 2020 Master Plan it seemed that people did not concentrate on downtown because they did not know what downtown was doing until she enlightened them, especially about the Downtown Neighborhood Plan that the DCDC has been working on with the community.

Ms. Garcia added that in order to revitalize downtown the City needs to bring not only things for the area residents to utilize, but also amenities for the rest of Las Vegas so they have a reason to come downtown. The Art District would be a great place to start and add such things as a Chinatown or a Farmer's Market. The DCDC Planning Team has been working very hard to develop the Downtown Plan 2000. She has been a long-time resident of Las Vegas and knows what downtown used to be and would like to see the same thing again. She had to fight very hard to have the DCDC Downtown Plan 2000 recognized in the Master Plan 2020. The DCDC Plan talks about Code Enforcement and

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about neighborhood organizations getting together and deciding what they want in their neighborhood, not the people who do not reside there. The DCDC plan stems from input and recommendations from residents and what they want to happen in their neighborhoods. The City Council needs to see what the community wants and not what the City Departments want. In closure, she noted that it was a privilege to be involved with the Steering Committee. Mayor Goodman thanked her for her service.

Daniel Ross, 424 South Seventh Street, stated that the residents that live in the area of the Las Vegas High School do not want to be in an Historic District. Most of them want the downtown corridor to be expanded into their neighborhood. Mr. Ross added that the residents are presently investigating formulating an organization that would represent the property owners to address this issue. Mr. Chow announced that there would be two more public meetings scheduled on the Master Plan, at Johnson Middle School on 6/5/2000 and at the Summerlin Library on 6/6/2000.

Attorney William Freedman, 411 S. 6th Street, verified with Mr. Chow that the Steering Committee took into consideration the construction of the new \$100 million Federal Courthouse located on 6th Street and Las Vegas Boulevard. Mr. Freedman asked why a line was drawn directly on 6th Street where there would not be any development to the east, but there is commercial development within this corridor to the west. Mr. Chow replied that the properties to the east of 6th Street are outside the downtown area as shown on the map. Mr. Freedman added that his property and many of the other properties on 6th Street were placed in the Historic District, which prevents commercial development. Mr. Chow pointed out that the Historic District is not part of the Las Vegas Master Plan 2020. The proposed Las Vegas High School Historic District Plan is still under discussion. The Master Plan and a broader document do not make such detailed distinctions.

Anthony D. Snowden, 412 West Jefferson, said he is a lifetime resident of Las Vegas. He wondered if the Fremont Street Experience has hindered growth and development in the downtown area more than it has helped. There are not a lot of amenities in the downtown, such as coffee shops, jazz clubs, cultural activities, etc., to encourage people to come downtown, remain, and spend money. There are several funding sources, but he does not see that money reach the areas it should. There also should be amenities to encourage tourism in the neighborhoods, particularly West Las Vegas. He asked if the recommendations that were made at meetings that have been held at the Veterans Administration are incorporated into this Plan or will be added as an amendment to this Plan. Mr. Chow responded that the West Las Vegas Plan will be comparable to the UMC Medical District Plan. It will be an area specific plan and consistent with the 2020 Master Plan.

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Mayor Goodman asked if there is a timeline contemplated in this 2020 Master Plan. Mr. Chow explained that it is a 20-year planning horizon that envisions growth in the next 20 years. It will take a lot of effort during the next 20 years to accommodate and mitigate some of the impacts of growth. This Plan will no doubt be amended during the next 20 years. Most cities amend their Plans every five years. If in five years the problems are different, the Plan could be refocused, or if the Plan is not being implemented as anticipated, that would be an opportunity to emphasize more of the points that the City Council and Mayor want to make. This Plan has several major components. One is to go into specific areas and do more planning to implement some of the ideas, look at shopping centers and revitalize them, make land use changes and examine densities and mixes of uses. Those densities would be looked at as to how they would support mass transit. The key element is to tie the Plan to the Capital Improvements Plan of the City so that as funding is allocated and when working with regional agencies on projects the policies and objectives of this Plan can be implemented. There are no specific time frames at this time.

Al Gallego, citizen of Las Vegas, Bonanza Way, felt there should be interpreters at these meetings to encourage Spanish-speaking persons. He lives near Cashman Field and objected to not being included in the downtown area. A lot of tourists drive to Las Vegas from northern states and pass through his area. There are too many different maps indicating the downtown area. In his area is the Mormon Fort, Lied Museum, library, and Reed Whipple Center. He wants to be included in the downtown area.

Councilwoman McDonald asked why Bonanza Street is the end of what is considered downtown and whether the Las Vegas corridor is considered part of downtown from Bonanza Street and Owens? Mr. Chow answered that Mr. Gallego's area is not part of the Downtown 2005 Plan. The downtown has expanded northward, but not to the extent that it includes Mr. Gallego's residence.

Councilman Reese felt the Las Vegas Boulevard corridor from Bonanza to Owens is considered downtown. The Council has been proactive in that area. City Manager Valentine explained that when talking about downtown, different policies are encouraged than an area that has a neighborhood feel, such as more commercial/retail, uses and less restrictive development regulations. Councilman Reese said the City has offered property for a park above the parking lot at Cashman Field. Mayor Goodman added that a neon museum will be on Las Vegas Boulevard and McWilliams.

City Attorney Jerbic announced that this would be the only Citizens Participation for both the Planning Commission and City Council and invited any other speakers to come forward.

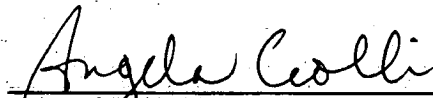
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Mayor Goodman thanked everyone on behalf of the Planning Commission and City Council for their attendance, comments and attention.

ADJOURNMENT:

The meeting adjourned at 12:32 p.m.

RESPECTFULLY SUBMITTED,

A handwritten signature in cursive script, reading "Angela Crolli", is written over a horizontal line.

Angela Crolli, Deputy City Clerk



AGENDA MEMO

CITY COUNCIL MEETING DATE: JUNE 5, 2000

DEPARTMENT: PLANNING AND DEVELOPMENT

ITEM DESCRIPTION: DISCUSSION OF DRAFT MASTER PLAN

On September 1, 1999, the City Council approved a work program for the preparation of a new Master Plan for the City of Las Vegas to replace the existing General Plan. A draft of the new plan has been completed as a result of eight months of work by the Las Vegas 2020 Master Plan Steering Committee, Technical Committee and department staff with specialized assistance from Looney, Ricks, Kiss, Inc., and GIS/Trans, Ltd.

At their final meeting on May 9, 2000, the Steering Committee voted (18-1) to accept and move forward the draft plan and appendices, subject to minor amendments to three issues. The Steering Committee's recommendation was reviewed by the Technical Committee at their final meeting on May 15, 2000. The Technical Committee voted unanimously to endorse the Steering Committee's action, subject to amendments to three additional issues.

The draft plan is currently being presented to the public at a series of public meetings. After public input has been received, the draft plan will be forwarded to the Planning Commission for formal review and action. The purpose of the workshop is to provide a project update and to discuss the plan's area-wide goals, objectives and policies (GOPs) pertaining to Reurbanization, Neighborhood Revitalization and Newly Growing Areas and the city-wide GOPs pertaining to Economic Diversity, Cultural Enhancement, Fiscal Management and Regional Coordination. Discussion will include the linkage between the GOPs and the community vision survey results, which indicated an acceptability for downtown housing, higher densities, walkable neighborhoods and mass transit. Validation of the GOPs as strategies to reduce traffic congestion, improve air quality, increase assessed property values and address the city's jobs/housing imbalance will also be presented through highlights of the GIS modeling that was performed.

STEERING COMMITTEE AMENDMENTS TO THE LAS VEGAS 2020 MASTER PLAN – May 9, 2000

Note that amended portions of the Master Plan are underlined below.

1. Amend Policy C1 on page 38 of the draft Master Plan, under the “Neighborhood Revitalization” section of the Plan, to read as follows:

POLICY C1 “That a Downtown 2005 Plan, in conjunction with appropriate neighborhood plans such as the Downtown Neighborhood 2000 Plan, provide such direction for Downtown.”

2. Amend Policies C2 through C4 inclusive to replace the word “the” with the word “a”, so that these clauses read as follows:

POLICY C2 “That a West Las Vegas Plan provide such direction for West Las Vegas and adjacent areas.”

POLICY C3 “That a Medical District Plan provide such direction for the University Medical Center’s medical facilities and support services and their adjacent residential neighborhoods.”

POLICY C4 “That a Las Vegas High School Historic District provide such direction in this District to preserve the architectural heritage of Las Vegas.”

3. Amend Policy D2 on page 42 of the draft Master Plan, under the “Newly Developing Areas” section of the Plan, to read as follows:

POLICY D2 “That detailed plans for recreation, parks and other uses be set forth in a special area plan for the Kyle Canyon area. Any future Kyle Canyon special area plan shall include policies to ensure that an acceptable percentage of the residential and commercial portions of Town Center is developed before residential, commercial and industrial development is allowed in Kyle Canyon. The growth planned for the Kyle Canyon area should not be in direct competition with any undeveloped portions of Town Center, and direct competition with Downtown growth should also be considered.”

4. Amendments correcting several mapping errors related to current street alignments were also suggested by the Committee, and these changes will also be made.

TECHNICAL COMMITTEE AMENDMENTS TO THE LAS VEGAS 2020 MASTER PLAN – May 15, 2000

Note that amended portions of the Master Plan are underlined below.

1. Add a new Policy C4 on page 33 of the draft Master Plan, under the “Reurbanization” section of the Plan, to read as follows:

POLICY C4 “That the Las Vegas Redevelopment Plan continue to be used as a means of promoting the development of the Downtown as the regional center for finance, business, and governmental services, entertainment and recreation, while retaining gaming and tourism.”

2. The boundaries of the Neighborhood Revitalization Area, as shown on Map 8 on page 35 of the draft Master Plan, will be amended to include neighborhoods outside the focus area that will be eligible for CDBG funding or that are within the Las Vegas Redevelopment Area.
3. Add a new Policy C7 on page 38 of the draft Master Plan, under the “Neighborhood Revitalization” section of the Plan, to read as follows:

POLICY C7 “That the Las Vegas Redevelopment Plan continue to be used as a means of promoting the development of commercial areas near the Downtown, as identified within the Redevelopment Area, in order to optimize the vitality of these areas, and to support the role of the Downtown as the regional center for finance, business, and governmental services, entertainment and recreation, while retaining gaming and tourism.”

4. Amend Policy C4 to replace the word “minimum” with the word “maximum”, so that this clause reads as follows:

POLICY C4 “That the City establish and enforce maximum acceptable levels for noise within residential and public areas in conjunction with state and local agencies.”



REGIONAL TRANSPORTATION COMMISSION

600 S. Grand Central Parkway, Suite 350 • Las Vegas, NV 89106-4512 • (702) 676-1500
Fax: (702) 676-1518 • TDD: (702) 676-1837

May 15, 2000

JACOB L. SNOW
General Manager

Clark County
BRUCE L. WOODBURY, Chairman
DARIO HERRERA

City of Boulder City
RYAN NIX, Vice-Chairman

City of Las Vegas
OSCAR B. GOODMAN
LARRY BROWN

City of North Las Vegas
JOHN K. RHODES

City of Henderson
JAMES B. GIBSON

City of Mesquite
CRESENT HARDY

Dr. Willard Tim Chow, Director
Planning and Development
City of Las Vegas
400 East Stewart Avenue
Las Vegas, Nevada 89101

DRAFT LAS VEGAS 2020 MASTER PLAN COMMENTS

Dear Dr. Chow,

RTC staff has reviewed the Draft Las Vegas 2020 Master Plan. I would like to congratulate you on the range of scope and degree of innovation displayed in the plan. As you will see in the attached comments, we are very supportive of your goals and look forward to working with you toward the realization of the ideals of this plan.

I hope that this information is of use to you. If we may be of further service, please contact Bruce Turner of my staff at 676-1718.

Sincerely,

JACOB L. SNOW
GENERAL MANAGER

JLS:bet

cc: Fred Ohene
Lee G. Gibson
Zev Kaplan
Bruce Turner

P:LETTERS\LTRJS10.WPD

**REGIONAL TRANSPORTATION COMMISSION
STAFF REVIEW OF CITY OF LAS VEGAS 2020 MASTER PLAN
MAY 15, 2000**

The staff of the Regional Transportation Commission has reviewed the draft Las Vegas 2020 Master Plan. The transportation policies and supporting objectives outlined in this draft document are exemplary and the staff of the City of Las Vegas Community Planning Department are to be congratulated both in the statement of these issues and in their supporting objectives.

The crucial step to the actual realization of the vision outlined in this document is the implementation of the supporting objectives. RTC staff greatly appreciates the efforts of City of Las Vegas staff to consider the needs of the RTC for physical sites to support both bus transit and other transit modes. Implementation of these measures will require many carefully-considered steps, including the setting aside of land for rights-of-way, transit transfer terminals, and park-and-ride locations. As the City of Las Vegas moves into the implementation of this plan, we look forward to a continuation of our cooperative working relationship, as exemplified in the Interlocal Joint Agreement between the RTC and the City of Las Vegas regarding plans for development of areas adjacent to fixed guideway transit stations within the City of Las Vegas.

Specific comments.

Page 25. GIS MODELING OF THE MASTER PLAN

RTC staff supports the concept of using computer modeling to simulate the effects of policies in the long term. We are pleased to have been able to support the City's planning effort through providing the RTC'S Small Area Allocation Model (SAAM) to the City for use in this effort. We look forward to the active participation of the City in the RTC's upcoming Urban Form Study, which will expand the simulation of possible policies in the long term and their outcomes, including an emphasis on their effects on transportation demand.

Page 27. Composite strategy results

As noted in the Plan, the Composite strategy will require a judicious balance of its several components. RTC staff looks forward to assisting the City in its growth strategy.

Page 32. OBJECTIVE B

POLICY B3. The creation of attractive non-vehicular routes is in accordance with the RTC's policies to recognize and utilize all modes of transportation, including non-motorized.

Page 33. OBJECTIVE F

The idea of an integrated bus and rapid transit system is in accordance with RTC's adopted plans and policies.

POLICY F1. This policy is supported by the RTC's current efforts to develop a fixed guideway system.

POLICY F2. This policy supports the RTC's phasing priority of initially developing a core fixed

guideway system as a central facility supported by an augmented bus system to which later fixed guideway extensions can be made.

Page 36. OBJECTIVE A

POLICY A7. This policy, which seeks to reduce the demand for transportation by locating residential and employment opportunities within walking or biking distance of each other is in accordance with the plans and policies of the RTC. In addition, the RTC's Citizens Area Transit (CAT) system currently supports implementation of the City's policies within the Neighborhood Revitalization Area by providing a high concentration of transit service within the area.

Page 36. OBJECTIVE B

POLICY B3. We are unsure of the full implications of this policy. RTC staff would caution that some types of traffic and design standards have regional implications that should be considered when adopting and applying them. The issue of regional significance is one that needs to be fully examined both in terms of congestion mitigation and attendant air quality issues.

Page 41. OBJECTIVE A

POLICY A1. The development of narrower local streets where appropriate can be an effective traffic calming measure but needs to be linked to standards that (1) provide adequate access for emergency vehicles and the disabled under the requirements of the Americans with Disabilities Act (ADA), and (2) indicate that such standards will not be applied to any routes with regional significance.

OBJECTIVE A and POLICY A2. RTC plans and policies support the walkable communities concept, minimization of auto use for routine trips, and development densities that support transit. RTC staff is available to work with the City to develop plans for access to transit for future development from the earliest concept of development in new neighborhoods.

POLICY A5. The mixed land use urban hubs concept supports both automotive trip minimization and transit use.

Page 42. OBJECTIVE D

The release of BLM land for uses that benefit the public is an important concern. Dedication of BLM land for uses in support of bus and other forms of transit including stations, transfer terminals, and park-and-ride locations is essential to support the Goals and Objectives of the 2020 Plan. RTC staff will continue to work with City staff to identify locations for current and future CAT and other transit needs.

Page 45. OBJECTIVE A

POLICY A3. This policy is in accordance with the RTC's Transportation Demand Management (TDM) initiatives.

POLICY A4. RTC staff will be happy to work with City staff from the earliest stages to identify transit needs for a future high technology business park.

Page 50. OBJECTIVE B

POLICY B3. The development of public trails and walkways is in accordance with RTC policy to develop a multimodal transportation system. These can be integrated into the full system for access throughout the Las Vegas Valley and should be included in the RTC Bicycle and Pedestrian Element (BPE) of the Regional Transportation Plan (RTP).

Page 51. OBJECTIVE C

POLICY C4. It seems likely that this should read that the City will “. . . establish and enforce *MAXIMUM* acceptable levels for noise within residential and public areas. . .” instead of “minimum” as it reads now.

POLICY C5. RTC staff looks forward to continuing our planning function of working with the City and other local governments to plan a viable roadway network and multimodal transportation opportunities, both through the Federally-mandated and state-designated Metropolitan Planning Organization (MPO) process, and continuing cooperative contacts.

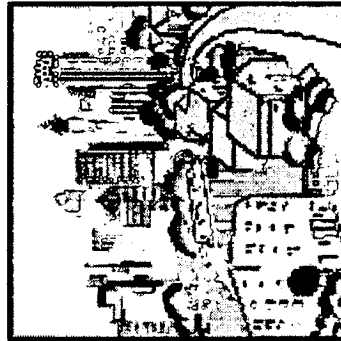
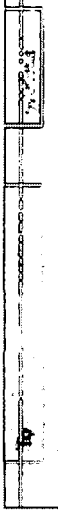
Pages 58, 59, 60. Urban Hubs and Transit Routes

RTC plans and policies support transit-oriented growth and redevelopment including the type of Transit-Oriented Development (TOD) contemplated in this overlay system. RTC staff looks forward to working cooperatively with City staff in the future under the provisions of the Interlocal Joint Agreement between the RTC and the City of Las Vegas regarding plans for development of areas adjacent to fixed guideway transit stations within the City of Las Vegas. The RTC supports the concept of development of multimodal transit opportunities, including fixed guideway, Bus Rapid Transit (BRT), and intensive bus routes, in conjunction with TOD hubs. Full realization of these plans will require the full cooperation of all parties. It is essential that provision be made for route development, both for fixed route modes, such as monorail or light rail, and buses, at the earliest possible point in the development/redevelopment process. First, the configuration of the development needs to be such that transit can be provided to serve it efficiently and attractively. Second, implementation of these measures will require many carefully-considered steps, including the reservation of land for rights-of-way, transit transfer terminals, and park-and-ride locations.

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Las Vegas 2020 Master Plan

LAS VEGAS 2020
MASTER PLAN



master plan

Reurbanization
Neighborhood
Revitalization
Newly Developing Areas
Economic Diversity
Cultural Enhancement
Fiscal Management
Regional
Coordination



DRAFT

Capstone Role of the Master Plan

Phase 1

Phase 2





Why do a Plan now?

- ✱ Air and water quality
- ✱ Traffic congestion
 - ✱ Longer journeys to work
 - ✱ Greater reliance upon the automobile
- ✱ Downtown and older areas - disinvestment, vacancies and deterioration
- ✱ Further dispersal of higher income residents
- ✱ Isolated neighborhoods

How are we doing as a city?

✱ Growth

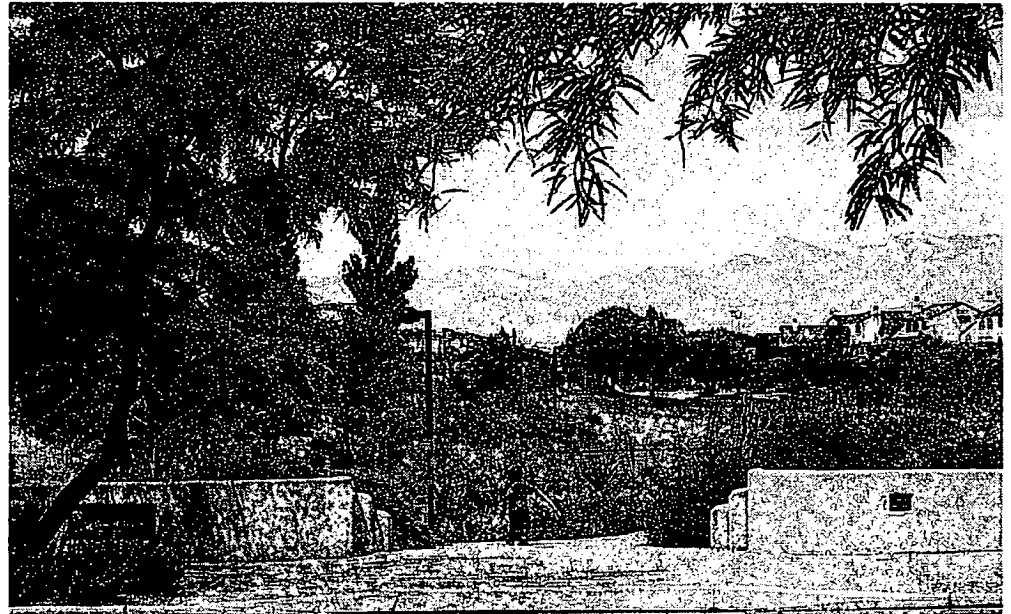
- ✱ 80% in the past 10 years
- ✱ 470,000 in 2000; 800,000 by 2020

✱ Quality of Life Survey

- ✱ Air quality?
- ✱ Water quality?
- ✱ Traffic?
- ✱ Crime?

✱ Neighborhoods

- ✱ Safe?
- ✱ Distinctive?



The City's Strategic Plan 2005

- ★ Mission

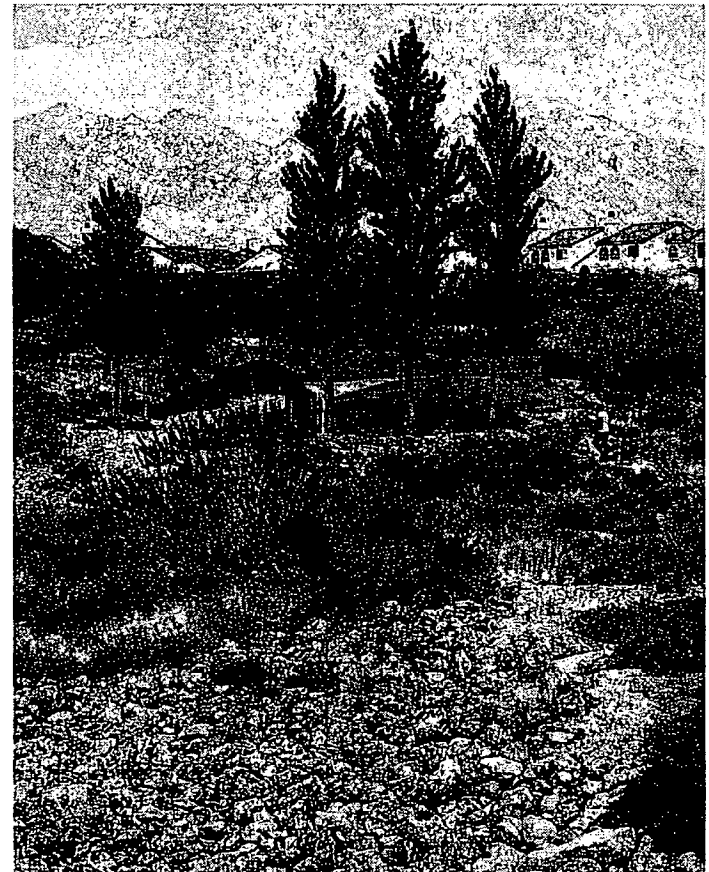
- ★ Planning and Visionary Leadership

- ★ Vision

- ★ Singularly Livable City

- ★ Areas of Emphasis

- ★ Growth
- ★ Quality of Life
- ★ Reurbanization
- ★ Fiscal Responsibility





2020 Plan Vision Statement

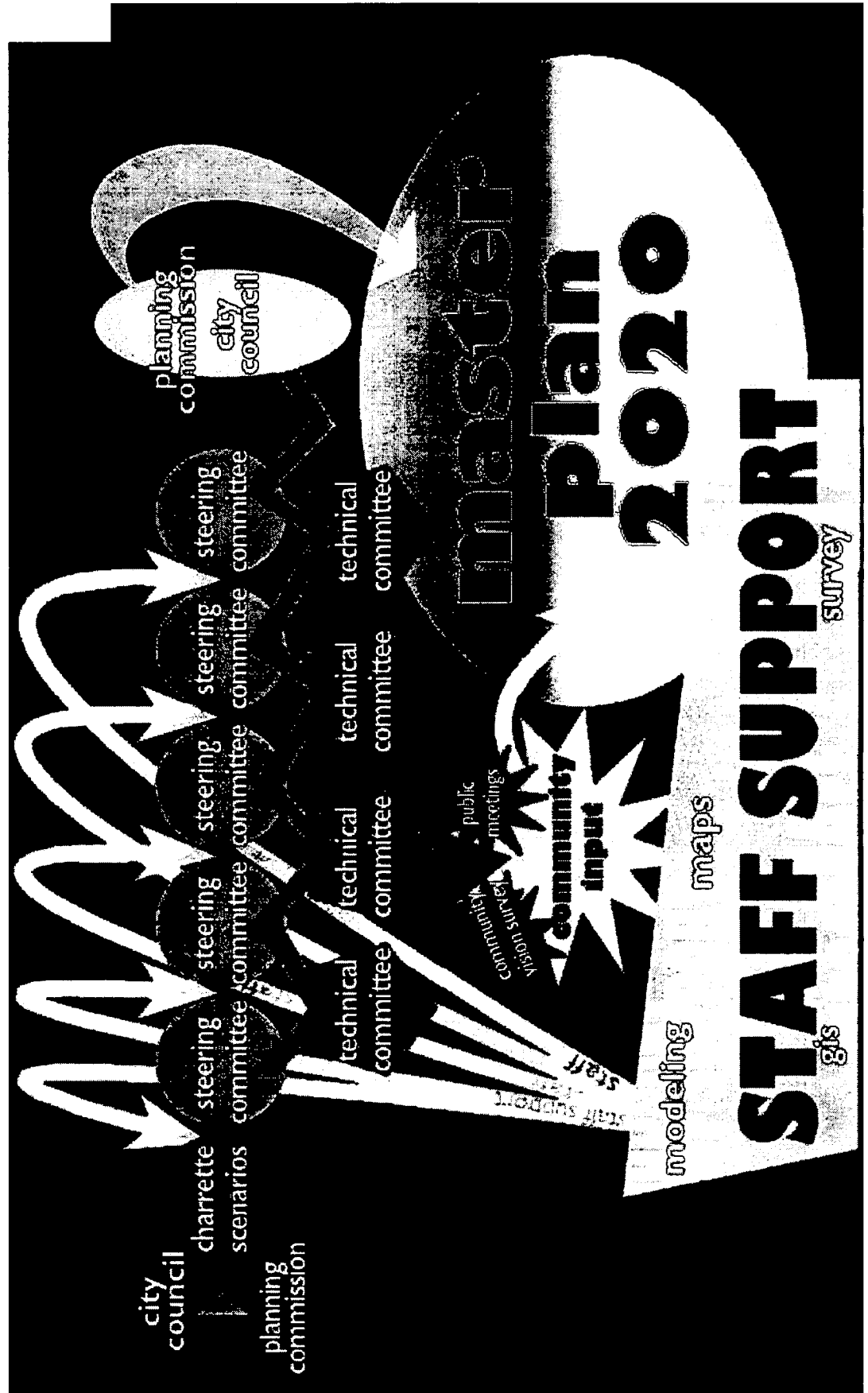
By 2020, Las Vegas will become a multi-cultural and diverse community where people and families are our top priority, where we can live and grow together in safe and distinctive neighborhoods. Our people will achieve their highest potential in education, employment, business, recreation, and arts and culture. We will have a fully developed sense of pride in our desert environment, our history, our community, our future and our variety of citizens while promoting a high and sustainable quality of life and economy for all.

Plan Process

- ✱ Charrette Team
- ✱ Steering and Technical Committees
- ✱ Staff Support
- ✱ Public Participation



Tandem Planning Process





How can we use the Master Plan to reshape our future?

- ✱ New Master Plan with Goals, Objectives and Policies that are:
 - ✱ Area-specific
 - ✱ Reurbanization (Downtown)
 - ✱ Neighborhood Revitalization
 - ✱ Newly Developing Areas
 - ✱ City-wide
 - ✱ Economic Diversity
 - ✱ Cultural Enhancement
 - ✱ Fiscal Responsibility
 - ✱ Regional Coordination

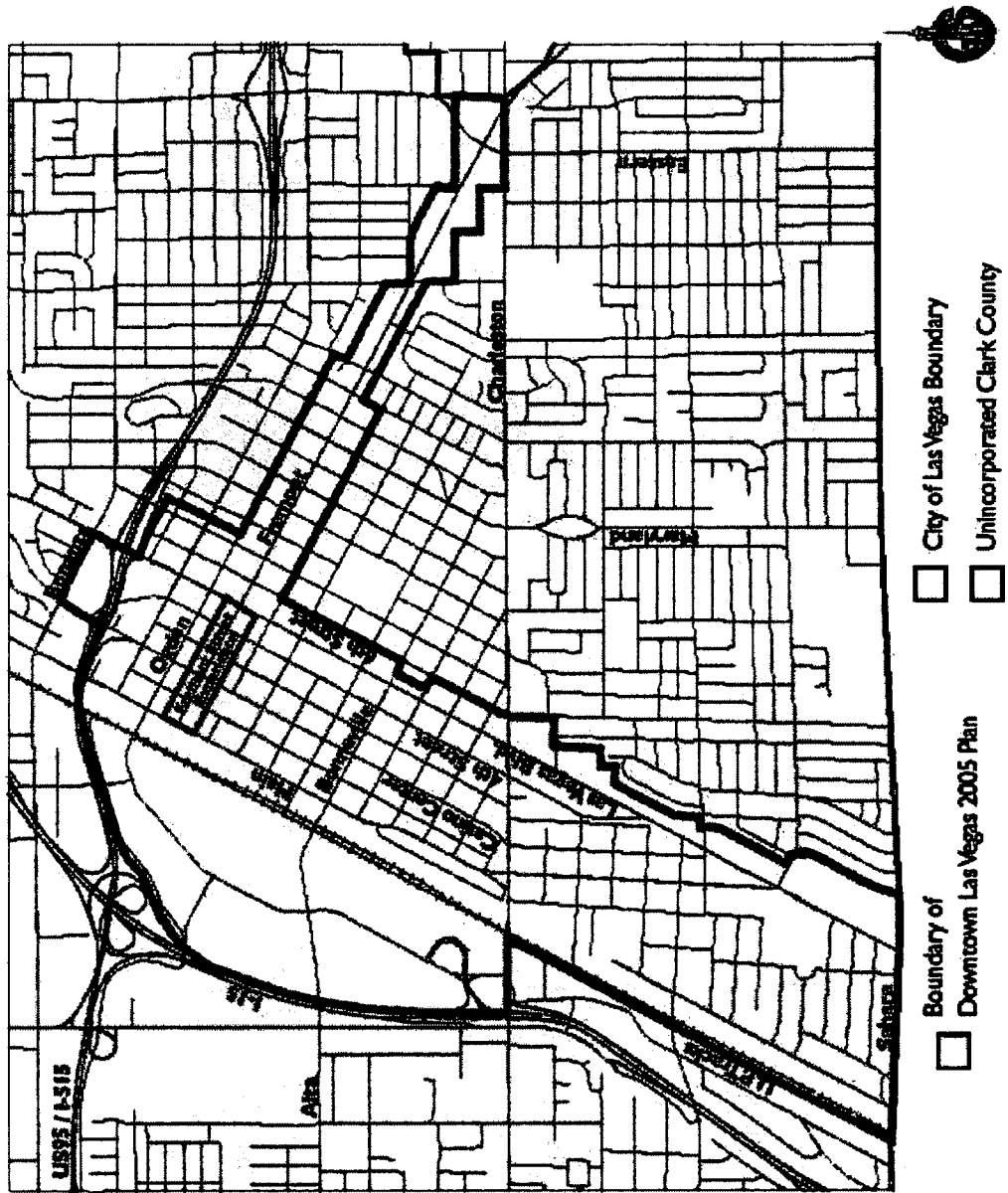


Reurbanization

- ✱ Goal: Downtown as preeminent hub of business, residential, government, tourism, and gaming in the city
- ✱ Objectives:
 - ✱ Develop Downtown housing (survey)
 - ✱ Build Downtown public open spaces (survey)
 - ✱ Recognize Downtown gaming, but promote economic diversification (vision)
 - ✱ Preserve historical structures (vision)

(cont'd)

Downtown Reurbanization Area





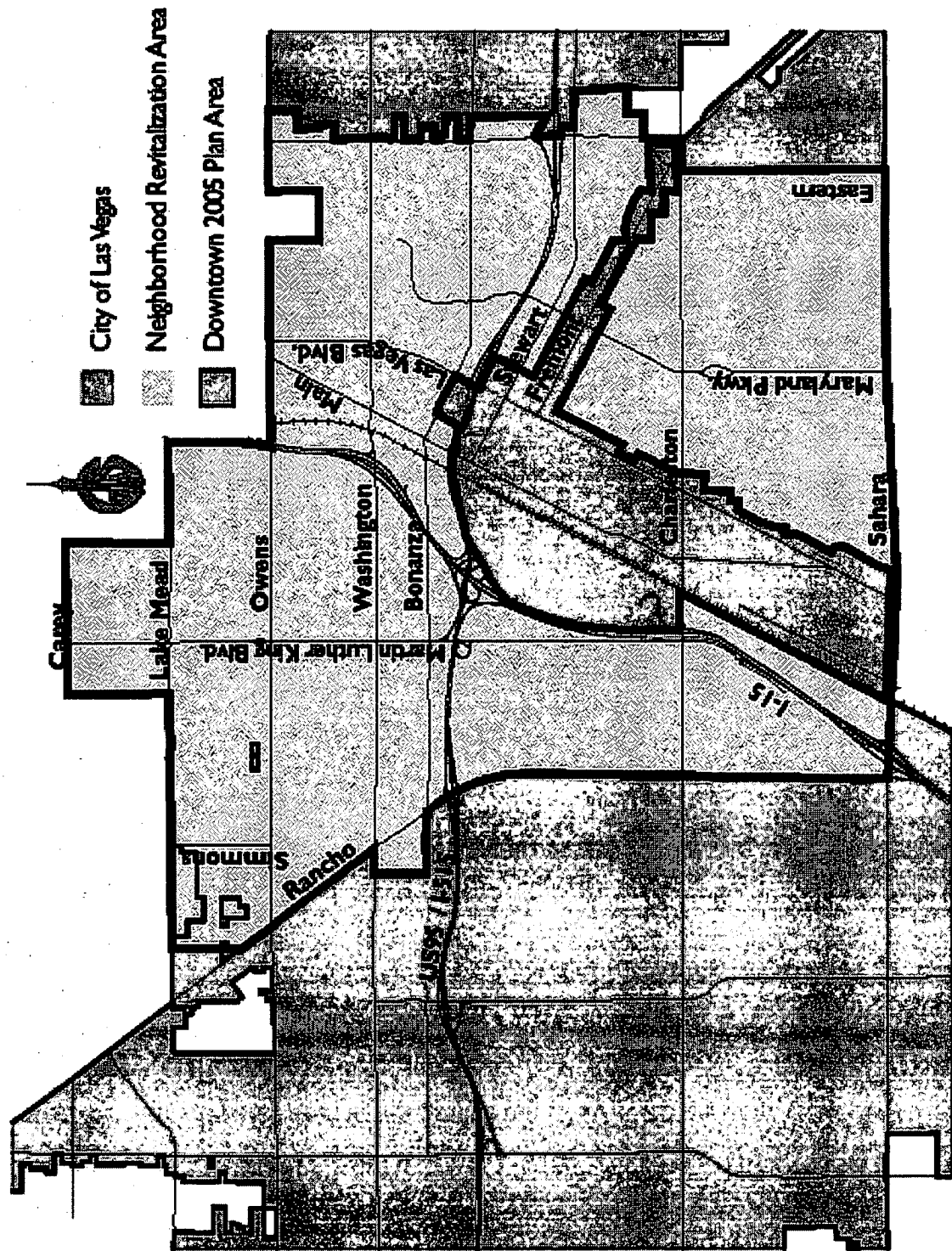
- Pursue Downtown cultural, entertainment, and sports facilities (vision)
- Provide high quality transit service (survey)
- Create educational and training opportunities (vision)



Neighborhood Revitalization

- ✱ Goal: Sustain and improve mature neighborhoods
- ✱ Objectives:
 - ✱ Redevelop transitional sites (vision)
 - ✱ Mitigate impacts of higher density residential (survey)
 - ✱ Create special area plans (mission)
 - ✱ Preserve existing residential neighborhoods (vision)
 - ✱ Create educational and training opportunities (vision)

Neighborhood Revitalization Area



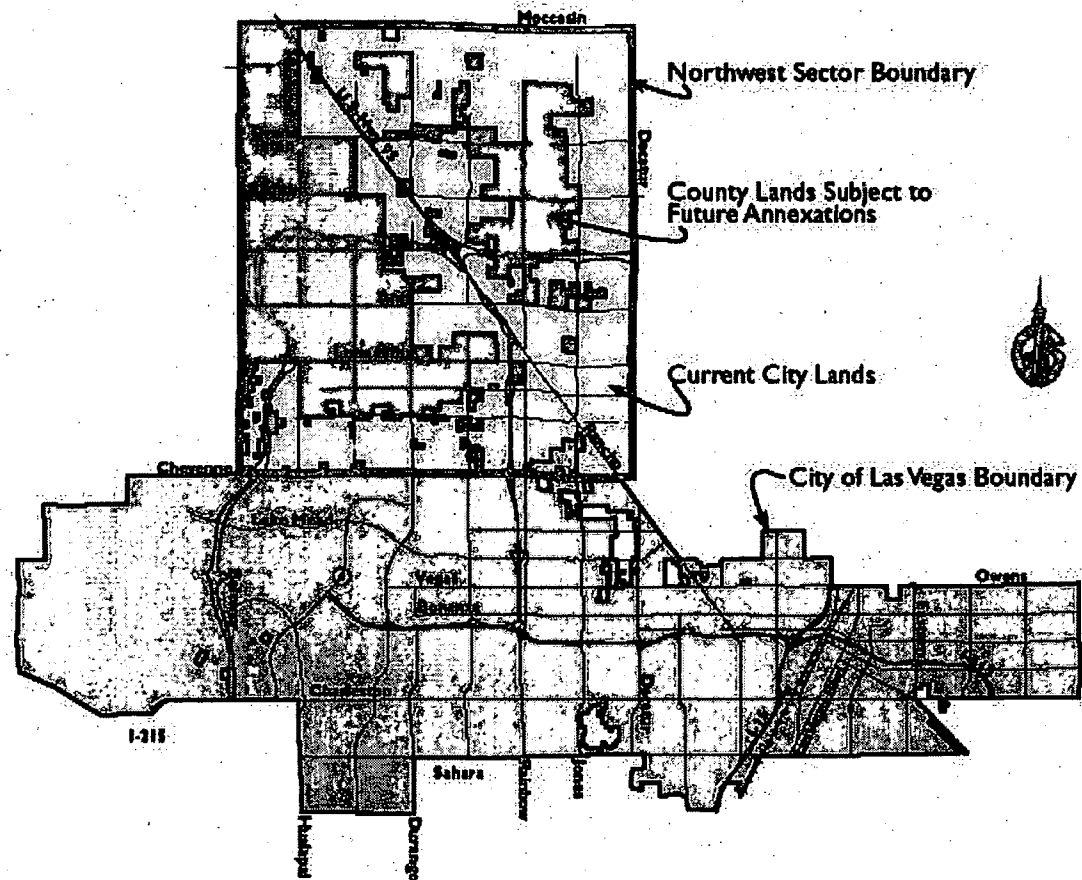


Newly Developing Areas

- ✱ Goal: Adequate education, recreation and open space, and to link new areas to major employment centers
- ✱ Objectives:
 - ✱ Develop walkable communities (survey)
 - ✱ Identify rural preservation neighborhoods (vision)
 - ✱ Encourage a choice of affordable housing (vision)
 - ✱ Develop former BLM lands for recreation and education (vision)

(cont'd)

Newly Developing Areas





- Promote visual quality of new development (survey)
- Acquire and develop park space to meet/exceed national standards (vision)
- Create educational opportunities (vision)



Economic Diversity

- Goal: Broadened business sectors within an economy based on gaming and tourism
- Objective:
 - Diversify the range of business opportunities (vision)



Cultural Enhancement

- ✱ Goal: A full range of cultural opportunities available to Las Vegans
- ✱ Objectives:
 - ✱ Provide more cultural enrichment opportunities (vision)
 - ✱ Promote cultural awareness and pride (vision)
 - ✱ Encourage creativity and innovation in the arts (vision)



Fiscal Management

- ✱ Goal: Link capital improvement and maintenance/operations programming with long range planning
- ✱ Objective:
 - ✱ Ensure that capital and operating expenditures are planned and scheduled in accordance with long range planning commitments (mission)



Regional Coordination

- ✱ Goal: Address issues of regional significance in a timely and coordinated fashion
- ✱ Objectives:
 - ✱ Ensure protection of natural resources (vision)
 - ✱ Integrate watercourses with urban development (vision)
 - ✱ Promote public safety issues (survey)
 - ✱ Preserve archeological and sensitive geologic resources (vision)
 - ✱ Create educational opportunities (vision)



Is our vision achievable?

- ✱ Can we have...
 - ✱ Downtown living and redevelopment?
 - ✱ Safe, walkable streets?
 - ✱ Revitalized neighborhoods?
 - ✱ More attractive commercial corridors?
 - ✱ Landscape transitions and buffers?
 - ✱ Greater access to mass transit?



Our citizens say Yes...

✱ Community Vision Survey

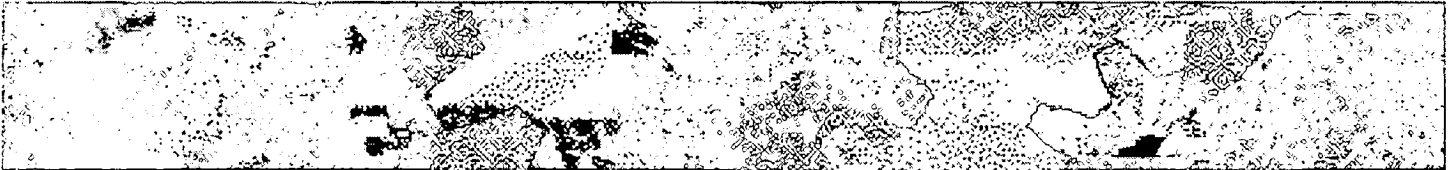
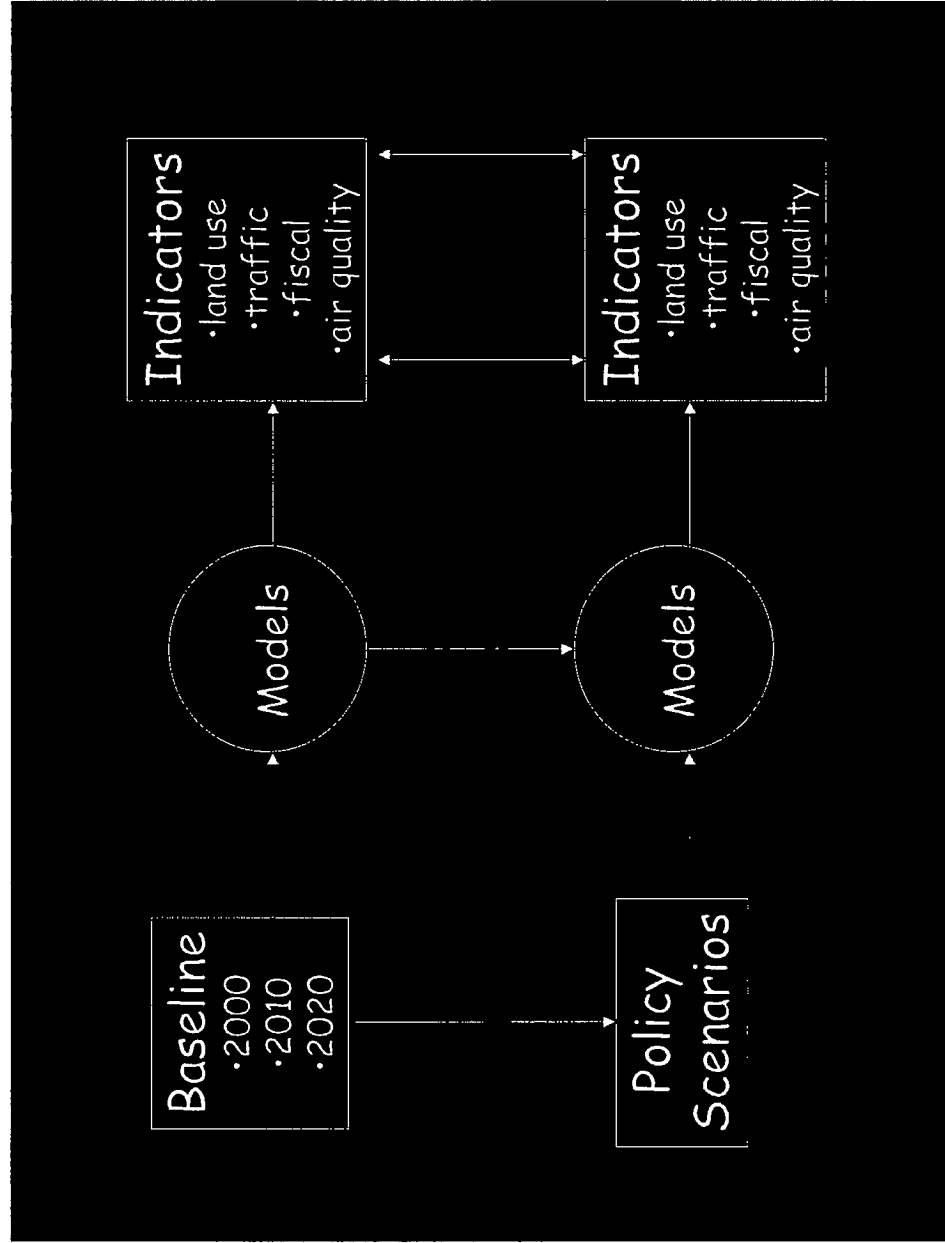
- ✱ Approximately 800 respondents
- ✱ Answered in English and Spanish
- ✱ Administered through the Internet, at city leisure centers and at special public meetings



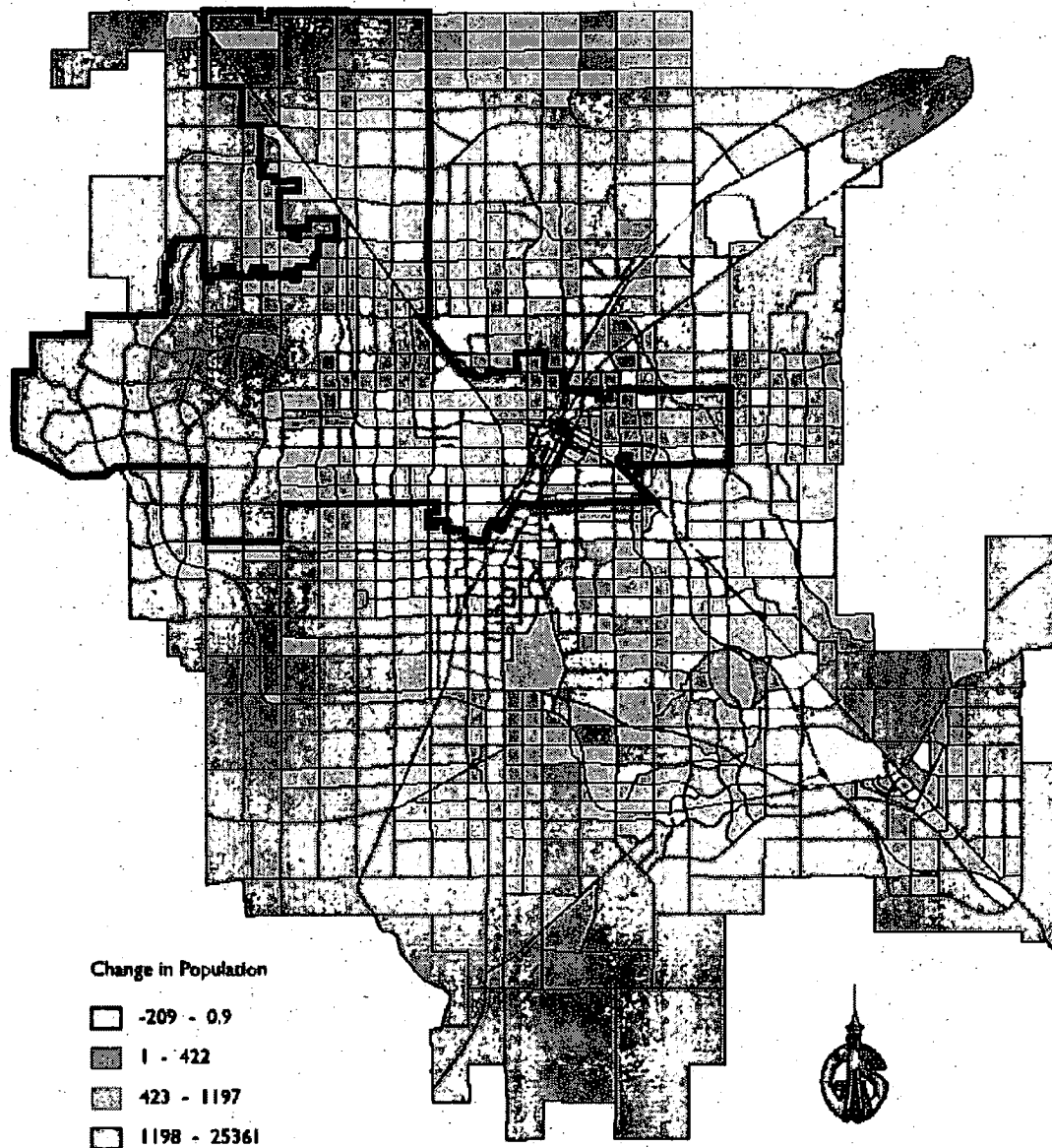
Will the Master Plan implement the vision?

- ✱ Policies can be tested through a series of modeling processes:
 - ✱ Land Use/Housing/Population
 - ✱ Employment
 - ✱ Transportation
 - ✱ Air Quality
 - ✱ Fiscal Impact

GIS Modeling Process

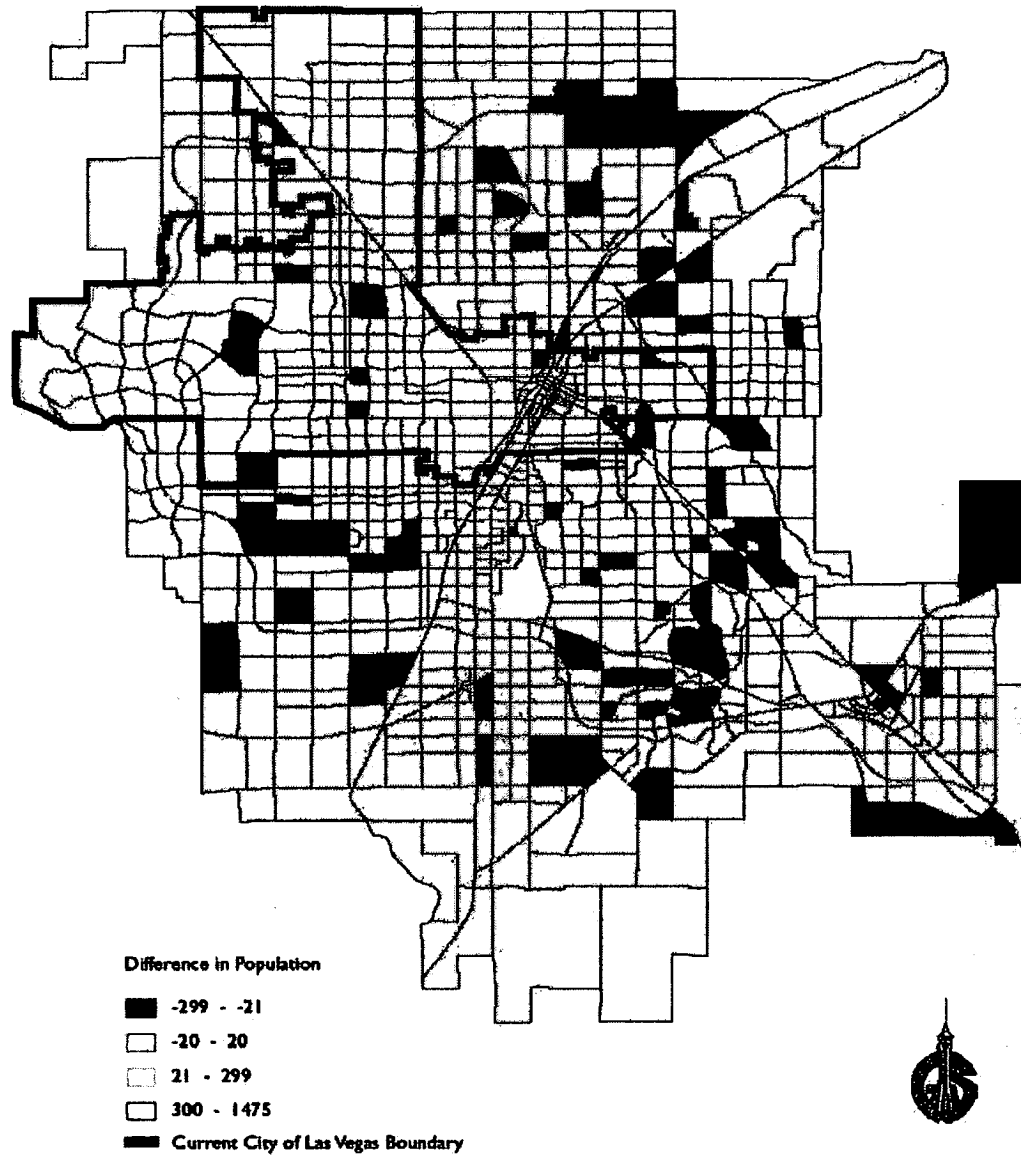


Baseline Valley Population Growth 2000 to 2020



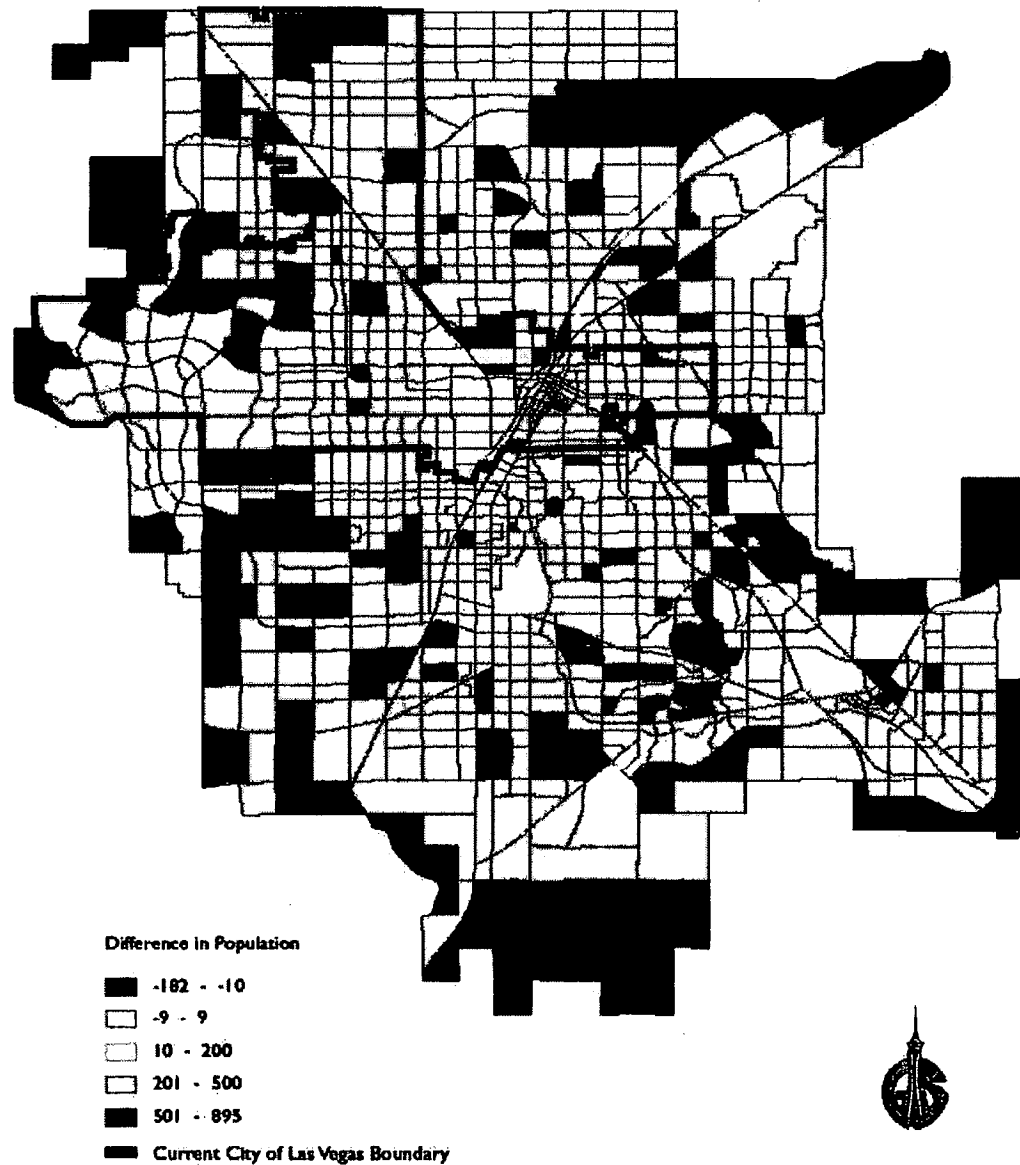
Map B3

**Comparison of Baseline 2020 and
Downtown 2020 Population**



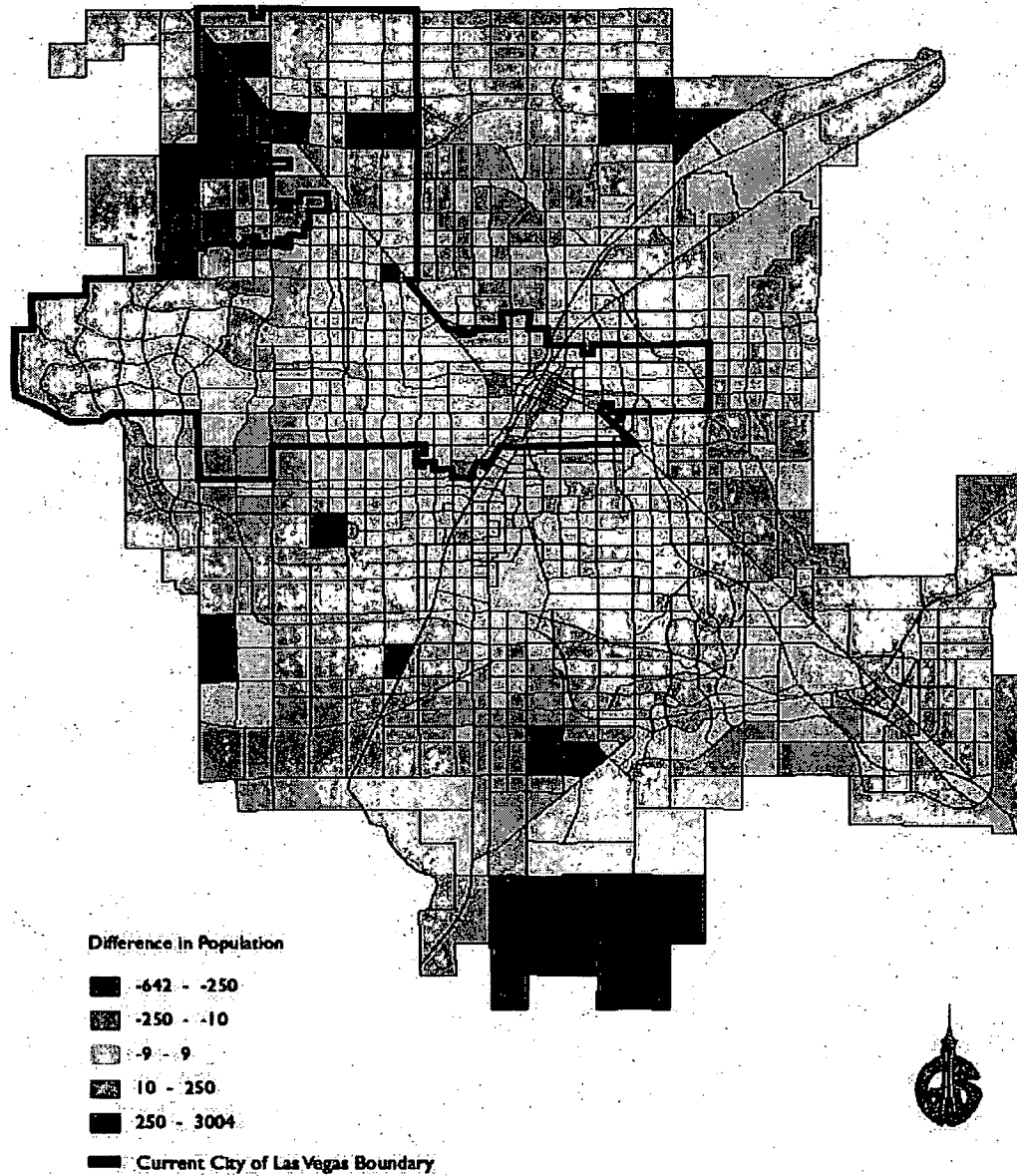
Map B6

**Comparison of Baseline 2020 and
Neighborhood 2020 Population**

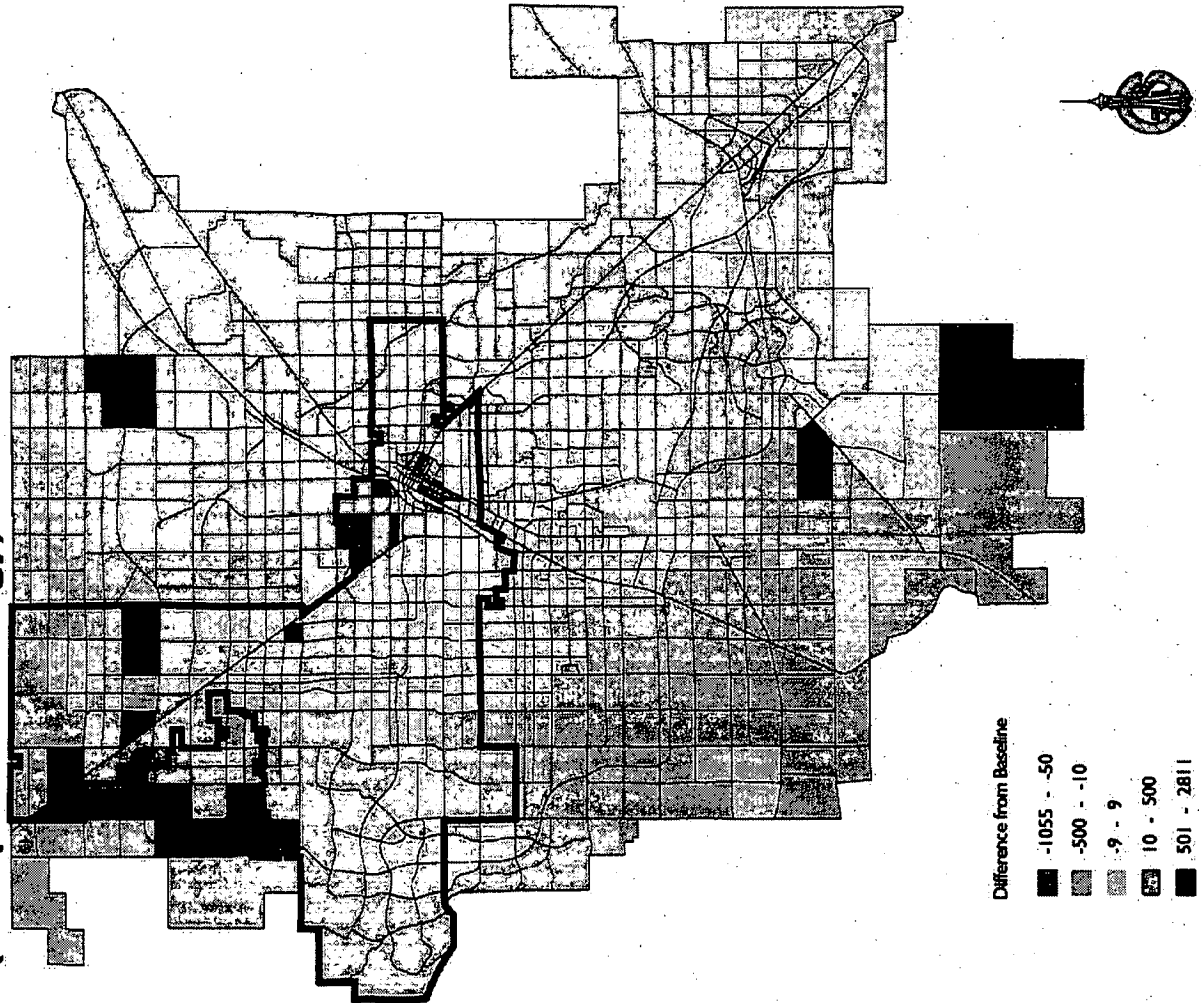


Map B7

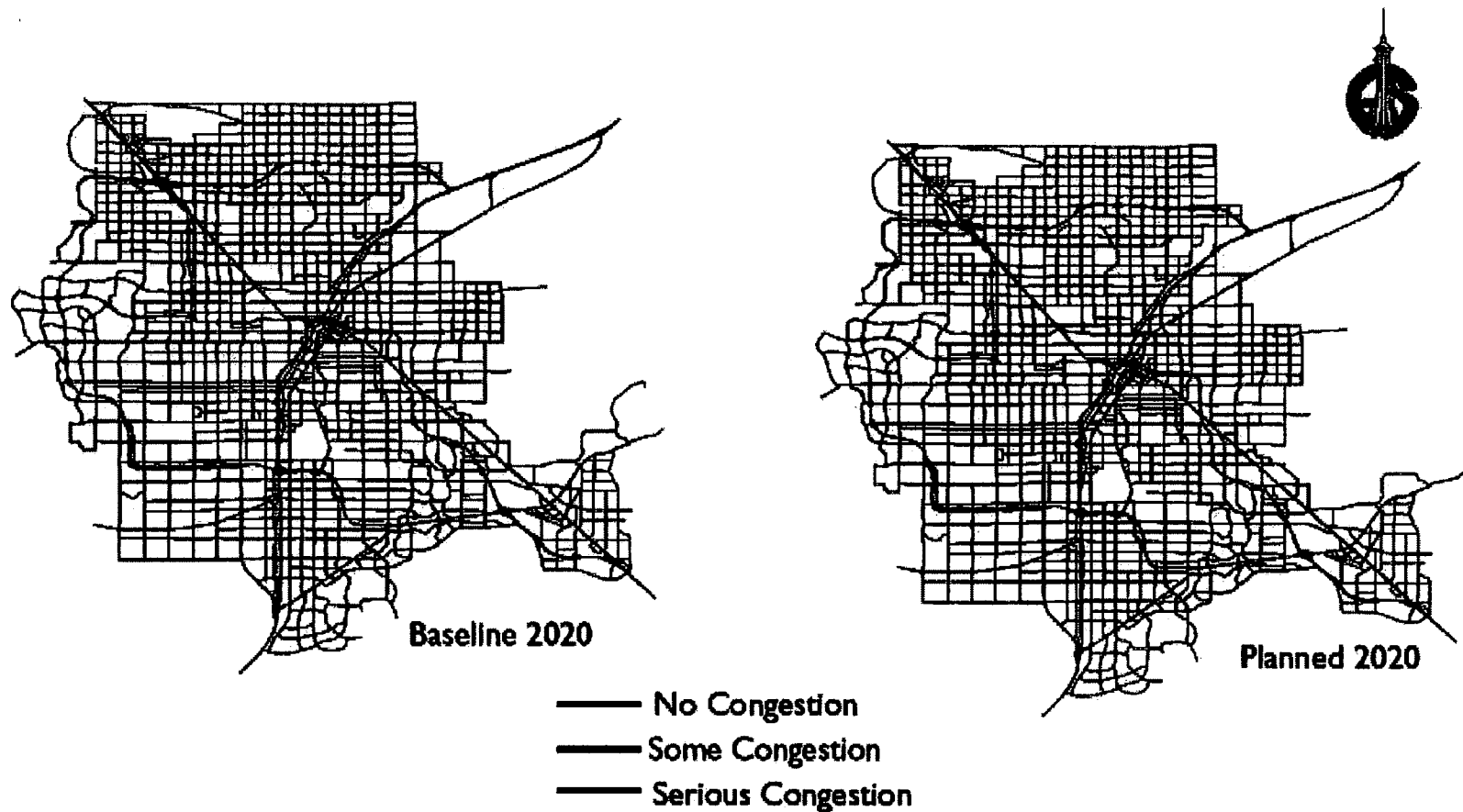
**Comparison of Baseline 2020 and
Northwest 2020 Population**



Comparison of Baseline 2020 and Master Plan 2020 Population Projections (Composite Strategy)



Comparison of Baseline 2020 and Master Plan 2020 Roadways



Modeling Results

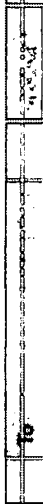
	Baseline 2000	Baseline 2020	Downtown Strategy	Neighborhood Strategy	Northwest Strategy	Composite Strategy
<i>Demographics*</i>						
Population	504,970	762,349	777,540	776,322	792,513	802,066
Employment	167,739	286,847	300,306	285,588	285,083	305,399
Persons per Acre	5.9	8.8	9.0	9.0	9.2	9.3
<i>Land Use*</i>						
Absorption	n/a	32,750	32,586	31,957	27,491	25,983
Developed Area	50,567	83,317	83,153	82,524	78,058	76,550
Vacant Land	35,819	3,069	3,233	3,862	8,328	9,836
<i>Housing Type*</i>						
Single Family	58.8%	65.1%	65.0%	65.3%	64.6%	63.8%
Multi-Family	41.2%	34.9%	35.0%	34.7%	35.4%	36.2%
<i>Transportation**</i>						
VMT	39,769,118	66,806,187	60,998,171	60,911,694	61,185,291	61,212,848
VMT/capita	31.3	27.8	25.4	25.3	25.4	25.4
<i>Fiscal Impact*</i>						
Assessed Value Change from Baseline	n/a	n/a	\$193,561,567	\$11,358,693	\$74,096,818	\$156,392,616
<i>Air Quality**</i>						
Change in Mobile Emissions (Tons Per Day)	CO (carbon monoxide)		-56.4	-57.2	-54.6	-54.3
	HC (hydrocarbons)		-12.1	-12.3	-11.7	-11.6
	NOx (oxides of nitrogen)		-9.2	-9.4	-8.9	-8.9

Air Quality Results

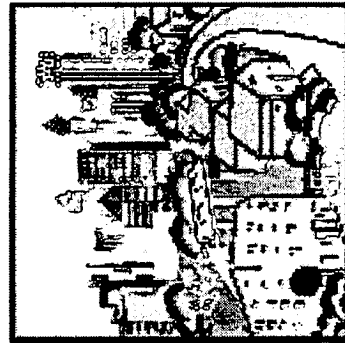
Emission Type	Downtown Strategy	Neighborhood Strategy	Northwest Strategy	Composite Strategy
Carbon Monoxide	-56.4 tons/day	-57.2 tons/day	-54.6 tons/day	-54.3 tons/day (8%+ improvement)
Hydrocarbons	-12.1 tons/day	-12.3 tons/day	-11.7 tons/day	-11.6 tons/day
Oxides of Nitrogen	-9.2 tons/day	-9.4 tons/day	-8.9 tons/day	-8.9 tons/day

Las Vegas 2020 Master Plan

LAS VEGAS 2020
MASTER PLAN



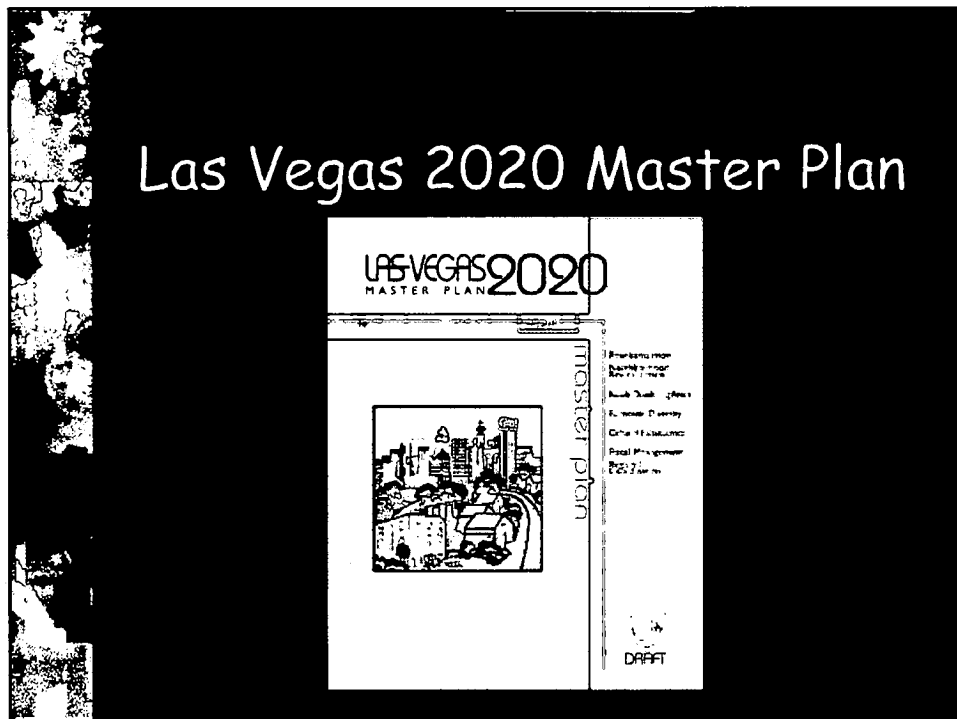
master plan



Rurbanization
Neighborhood
Revitalization
Newly Developing Areas
Economic Diversity
Cultural Enhancement
Fiscal Management
Regional
Coordination



DRAFT



Why do a Plan now?

- Air and water quality
- Traffic congestion
 - Longer journeys to work
 - Greater reliance upon the automobile
- Downtown and older areas - disinvestment, vacancies and deterioration
- Further dispersal of higher income residents
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How are we doing as a city?

- Growth
 - 80% in the past 10 years
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- Quality of Life Survey
 - Air quality?
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 - Traffic?
 - Crime?
- Neighborhoods
 - Safe?
 - Distinctive?



The City's Strategic Plan 2005

- Mission
 - Planning and Visionary Leadership
- Vision
 - Singularly Livable City
- Areas of Emphasis
 - Growth
 - Quality of Life
 - Reurbanization
 - Fiscal Responsibility



2020 Plan Vision Statement

By 2020, Las Vegas will become a multi-cultural and diverse community where people and families are our top priority, where we can live and grow together in safe and distinctive neighborhoods. Our people will achieve their highest potential in education, employment, business, recreation, and arts and culture. We will have a fully developed sense of pride in our desert environment, our history, our community, our future and our variety of citizens while promoting a high and sustainable quality of life and economy for all.

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- Newly Developing Areas

City-wide

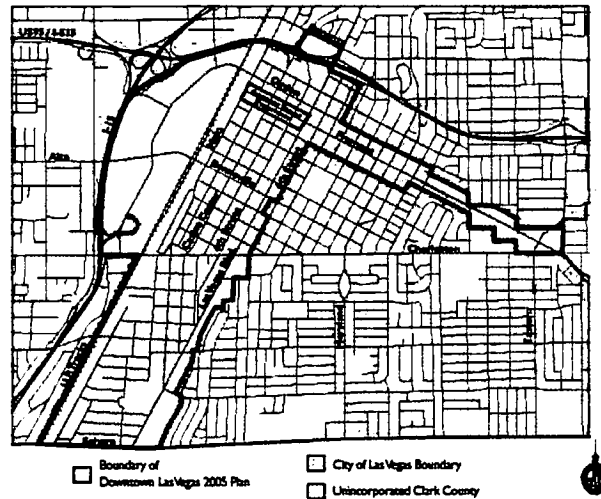
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Reurbanization

- Goal: Downtown as preeminent hub of business, residential, government, tourism, and gaming in the city
- Objectives:
 - Develop Downtown housing (survey)
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(cont'd)

Downtown Reurbanization Area



Pursue Downtown cultural,
entertainment, and sports facilities
(vision)

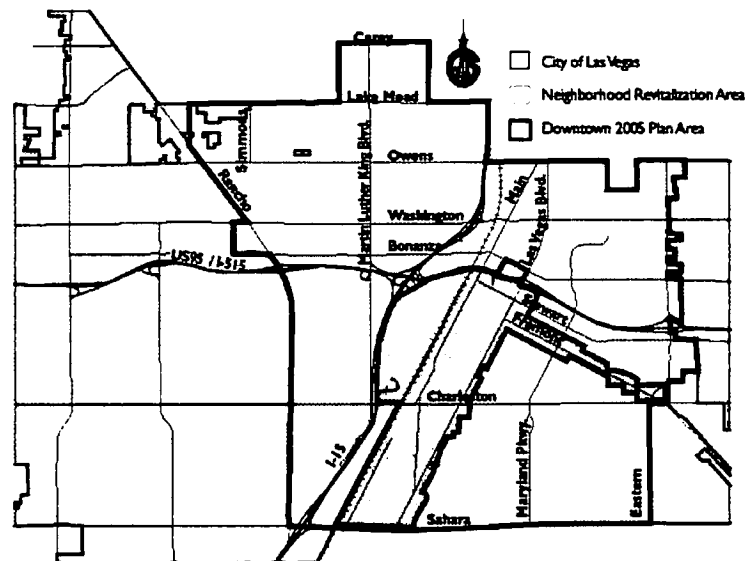
Provide high quality transit service
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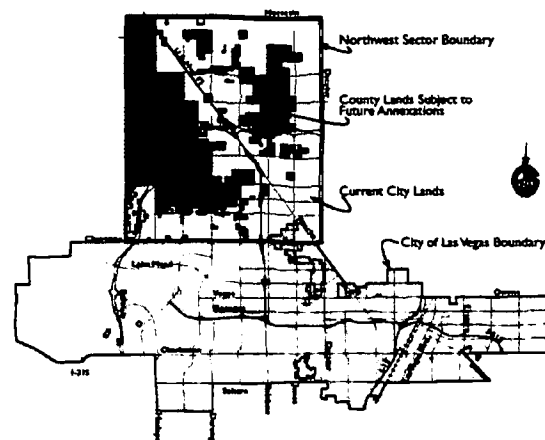


Newly Developing Areas

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(cont'd)

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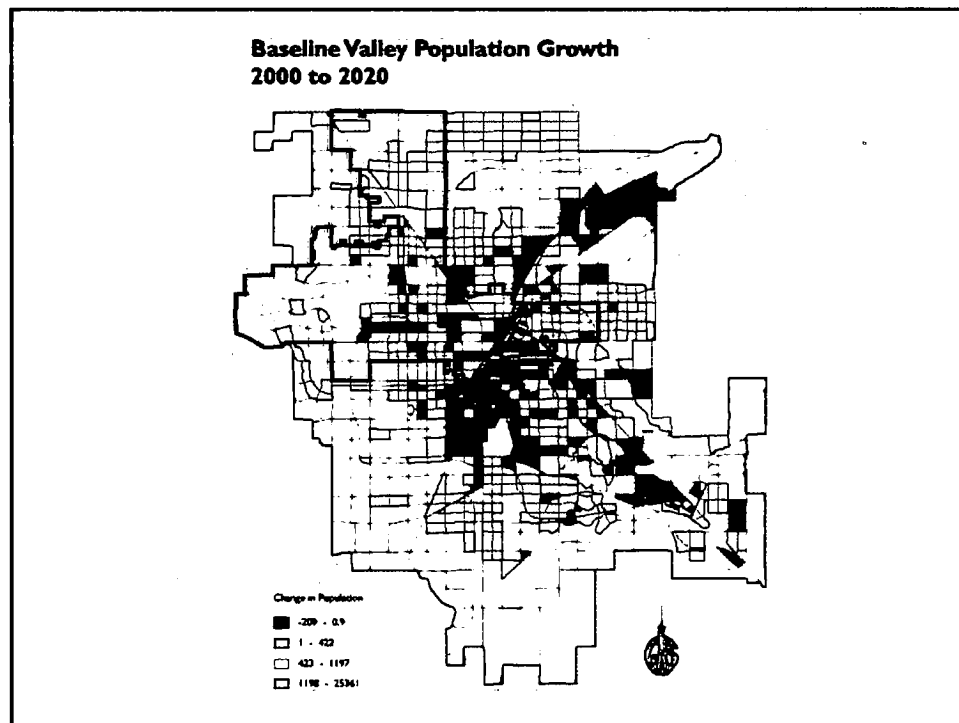
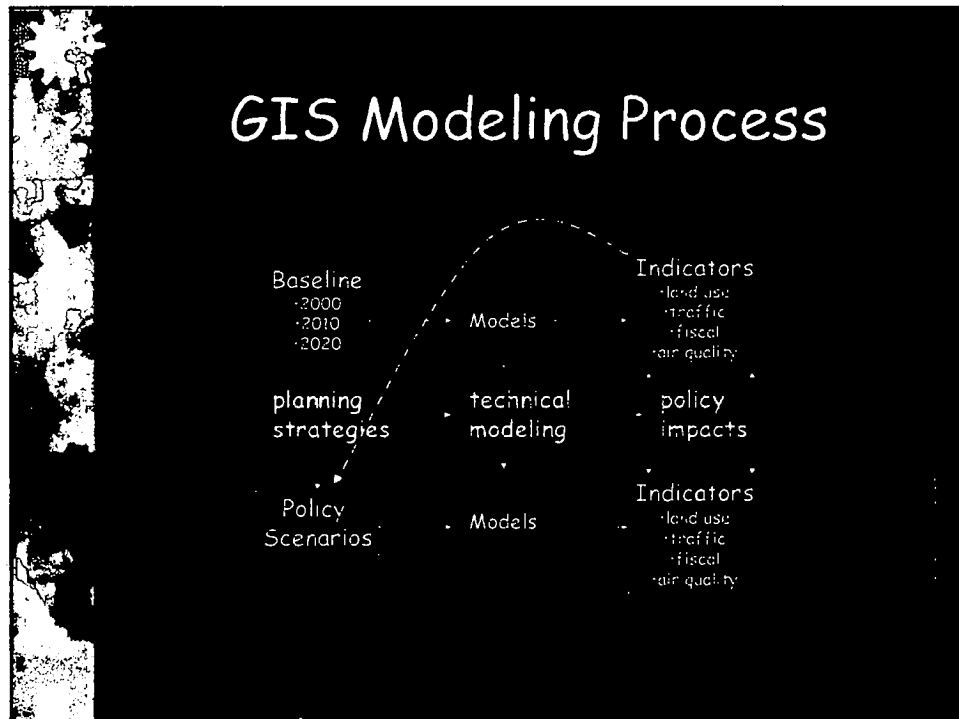
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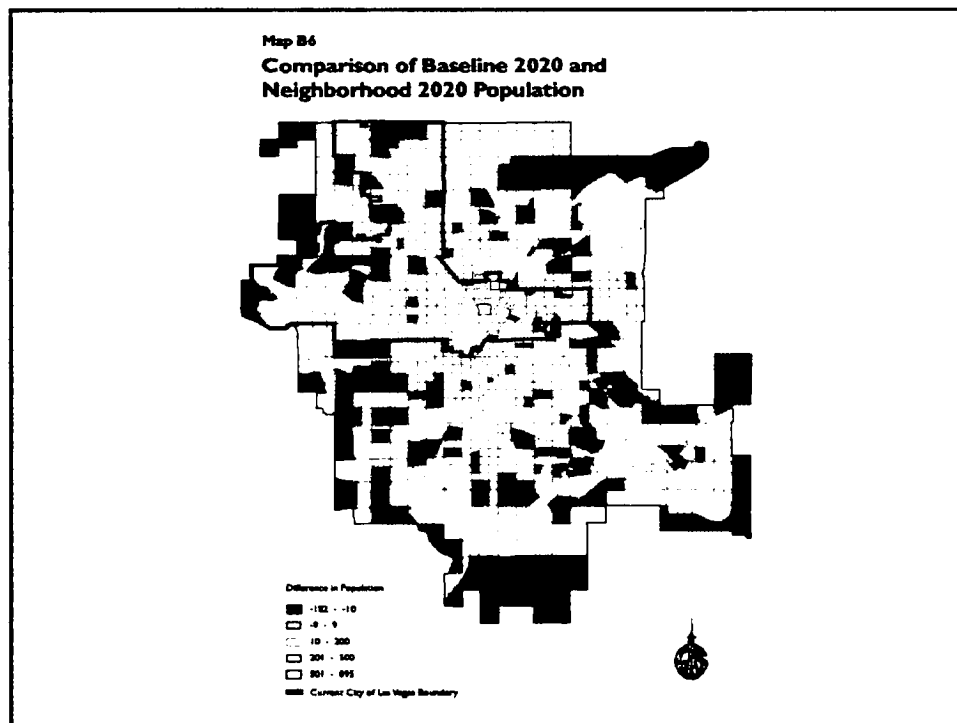
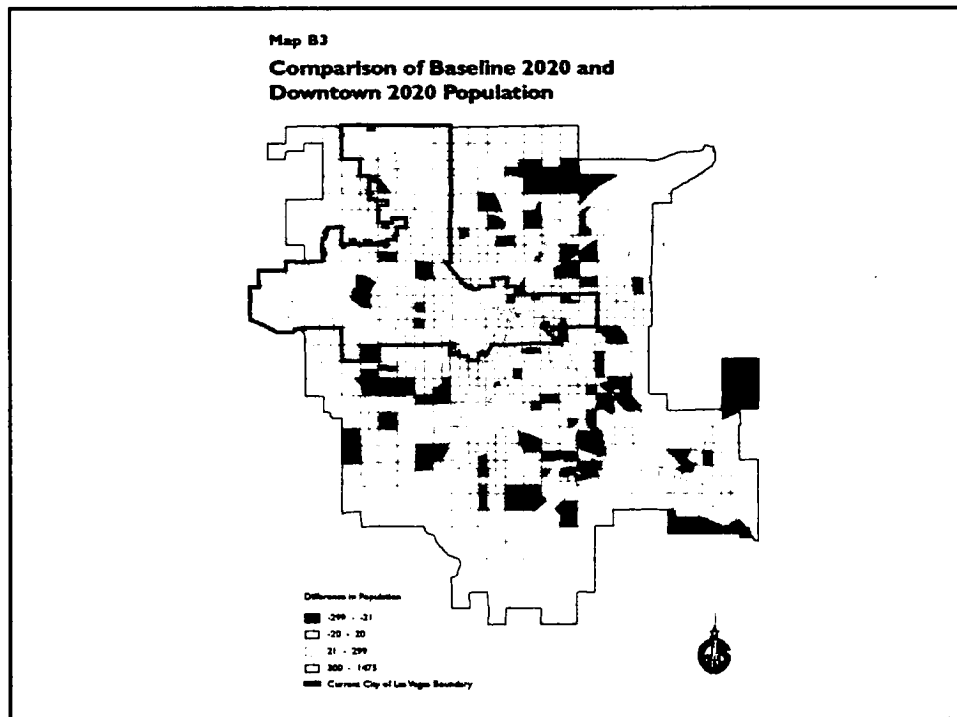
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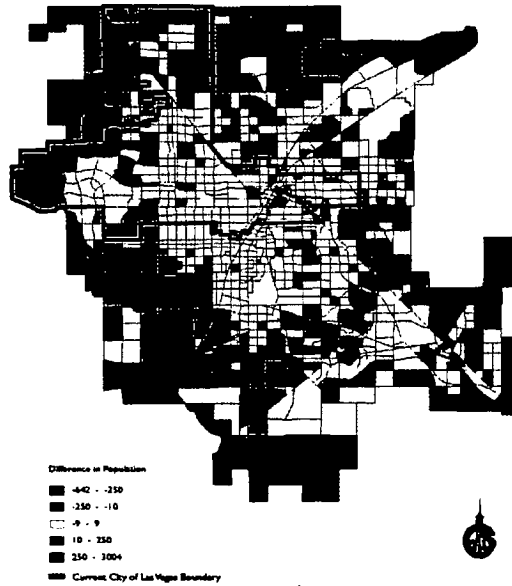
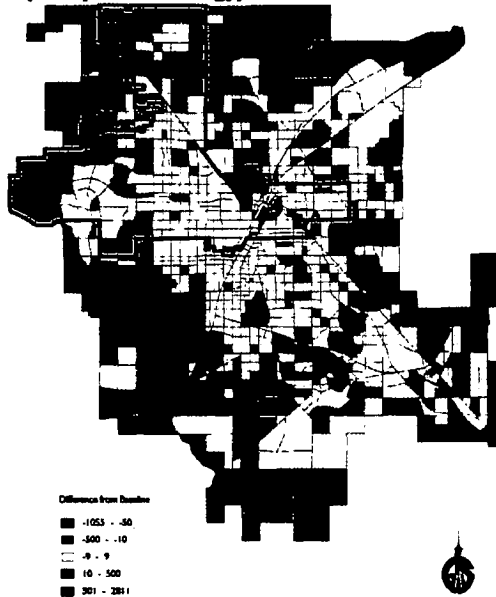
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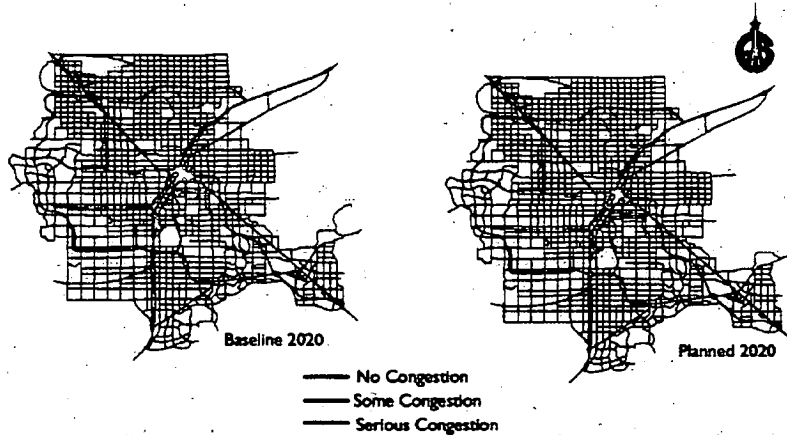




Map B7

**Comparison of Baseline 2020 and
Northwest 2020 Population****Comparison of Baseline 2020 and
Master Plan 2020 Population Projections
(Composite Strategy)**

Comparison of Baseline 2020 and Master Plan 2020 Roadways



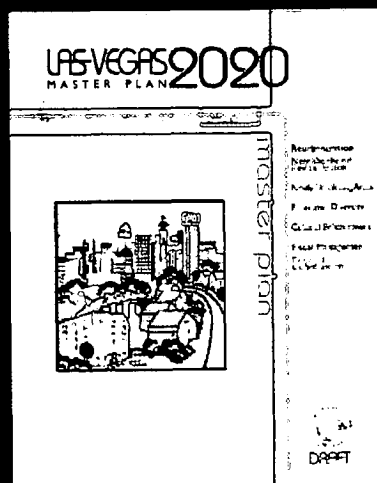
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<i>Land Use*</i>						
Absorption	n/a	32,750	32,586	81,957	27,491	25,988
Developed Area	50,567	63,317	63,163	62,526	78,056	78,550
Vacant Land	35,819	3,099	3,233	3,862	8,328	9,636
<i>Housing Type*</i>						
Single-Family	58.8%	65.1%	65.0%	65.3%	64.6%	63.8%
Multi-Family	41.2%	34.9%	35.0%	34.7%	35.4%	36.2%
<i>Transportation**</i>						
VMT	39,799,118	66,806,187	66,998,171	60,911,694	61,785,291	61,212,848
VMT/capita	31.5	27.6	25.4	26.3	25.4	25.4
<i>Fiscal Impact*</i>						
Assessed Value Change from Baseline	n/a	n/a	\$193,661,567	\$11,358,698	\$74,098,818	\$196,362,616
<i>Air Quality**</i>						
Change in Mobile Emissions (Tons Per Day)		CO (carbon monoxide) HC (hydrocarbons) NOx (oxides of nitrogen)	-58.4 -12.1 -6.2	-57.2 -12.3 -6.4	-54.6 -11.7 -6.8	-54.3 -11.6 -6.9

Air Quality Results

Emission Type	Downtown Strategy	Neighborhood Strategy	Northwest Strategy	Composite Strategy
Carbon Monoxide	-56.4 tons/day	-57.2 tons/day	-54.6 tons/day	-54.3 tons/day (8%+ improvement)
Hydrocarbons	-12.1 tons/day	-12.3 tons/day	-11.7 tons/day	-11.6 tons/day
Oxides of Nitrogen	-9.2 tons/day	-9.4 tons/day	-8.9 tons/day	-8.9 tons/day

Las Vegas 2020 Master Plan



LAS VEGAS 2020

MASTER PLAN

Diversity
multiculturalism

VISION

SMART
growth



master plan

Reurbanization

Neighborhood
Revitalization

Newly Developing Areas

Economic Diversity

Cultural Enhancement

Fiscal Management

Regional
Coordination



draft

LAS VEGAS 2020 MASTER PLAN

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BACKGROUND PLAN PROCESS

INTRODUCTION

This Master Plan is entitled "The Las Vegas 2020 Master Plan". This Plan is intended to provide a broad and comprehensive level of policy direction for future land use decisions and related aspects of corporate planning in the City of Las Vegas through the year 2020.

Although a principal role of this document is to provide guidance to City staff, the Planning Commission and City Council in the determination of planning-related decisions, the Master Plan is also intended to act as a readable, handy reference to the development community and the general public.

The structure of the Master Plan is contained in four sections:

- A background section which explains the basis for the Master Plan and the methodology used for researching and preparing the Plan
- A section containing a Vision Statement, which states goals, policies and objectives of each of the components of the Plan, and outlines the implications of full implementation of the Master Plan
- A section containing a description of the land use classifications and overlays of the Plan
- A section which proposes the Implementation Methodology for the Plan

Please note that references to the City of Las Vegas Administration are made using a capitalized "City", whereas geographical references to the City of Las Vegas are made using the word "city".

OVERVIEW OF CITY GROWTH

POPULATION TRENDS

The population of the city in 1999 was 465,050, or 35 percent of Clark County's population (Figure 1). Map 1 illustrates the geographic location of the City of Las Vegas in relation to Clark County and the other Las Vegas Valley municipalities. The city's population increased by more than 93,000 in the 1980s. The city has grown by 206,755 since 1990, for an increase of 80 percent during the nine-year period. This numeric population change is second highest in the nation among all cities, second only to Phoenix. In fact, Las Vegas climbed the ranks of large cities in the U.S., growing from 63rd largest in 1990 to 37th by 1998.

Historically, more than 80 percent of the county's population growth has come from net migration (in-migration minus out-migration) as the economy produces jobs that attract workers from other labor markets. The net migration rate for the City is similar to that of the County (Figure 2).

The city's population is distributed across the city at varying densities. The most densely populated areas are in the central Downtown and along the U.S. 95 / I-515 corridor to the west and northwest (Map 2). It is important to note that twice as many people live west of Decatur Boulevard as live east of Decatur Boulevard, and over 96 percent of population growth over the next twenty years under the current trend is projected to occur in the west and northwest portions of the city.

Figure 1

Population Growth

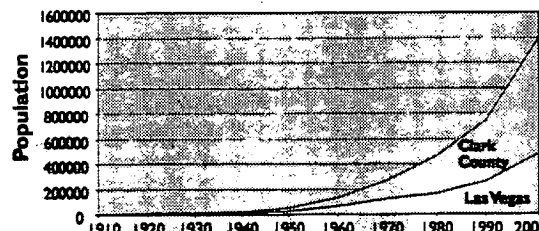
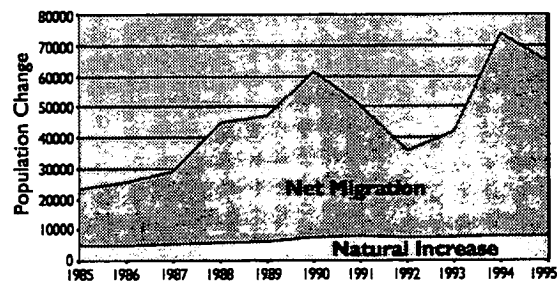


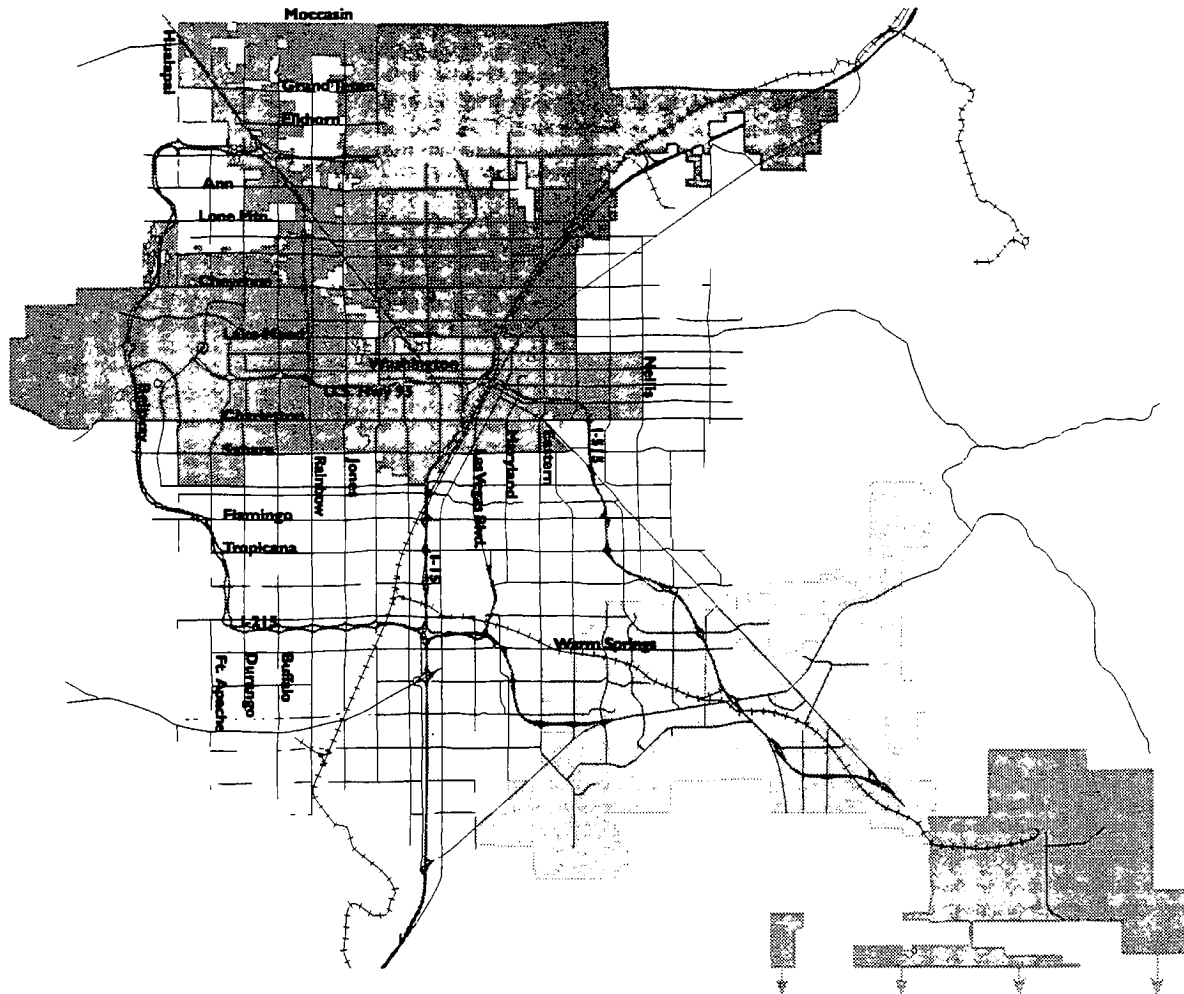
Figure 2

Components of Population Increase



Map I

Jurisdictional Boundaries of the Las Vegas Valley



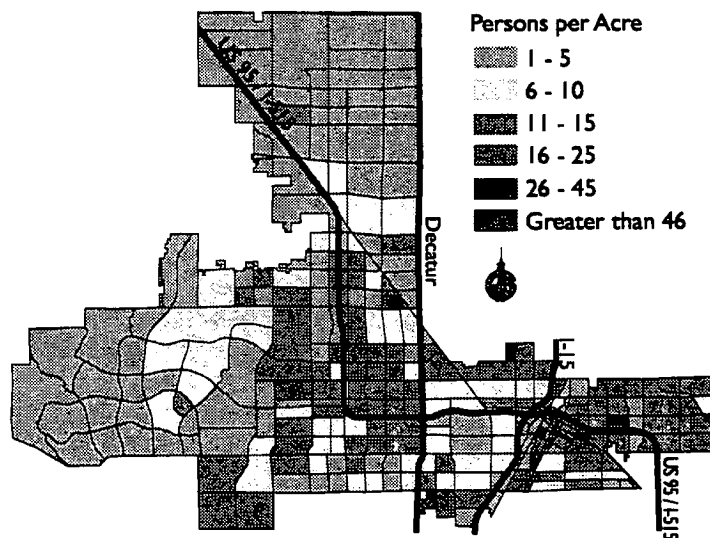
-  City of Las Vegas
-  North Las Vegas
-  Unincorporated Clark County
-  Henderson
-  Boulder City



Map 3 shows where the growth has occurred in the city over the last nine years. As can be seen, the Downtown area, along with some older neighborhoods, have lost population since 1990, primarily as a result of increasing vacancies and transitioning land use from residential to office or commercial functions. The high growth areas are Summerlin and the northwest portion of the city. In fact, the census tract that includes Summerlin had the greatest population growth of any census tract in the nation over the last nine years. These trends are projected to continue in the absence of any policy intervention.

Age distribution has been shifting in favor of school age children (ages 5 - 17) and seniors (65+) during the 1990s, although all age categories gained population (Figure 3). As of 1998, seniors comprised just over 10 percent of the population, while school age children made up nearly 20 percent. Both categories nearly doubled in population during the 1990s. There were 40,000 more school age children in 1998 than in 1990, and 25,000 more seniors. In comparison, there were 110,000 more people between the ages of 18 and 64, and 13,000 more toddlers (under 5).

Map 2
Population Density



Map 3
Population Growth

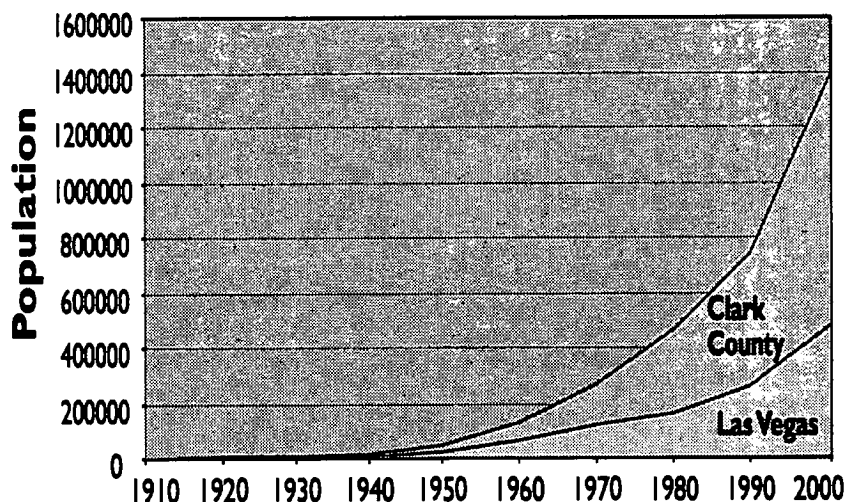
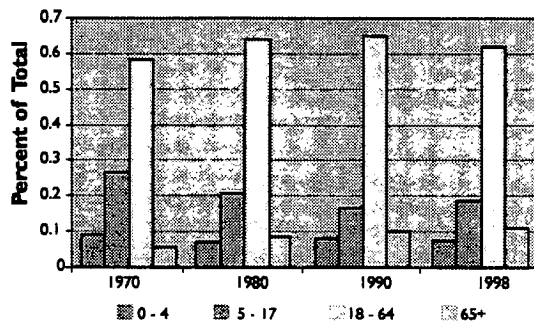
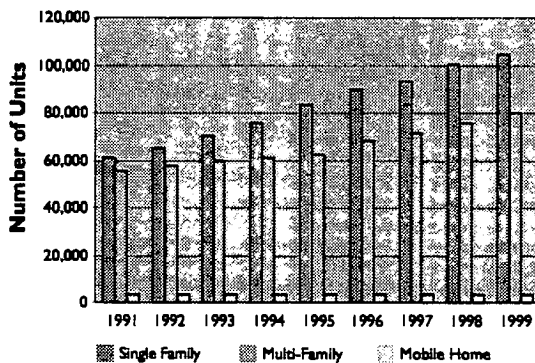
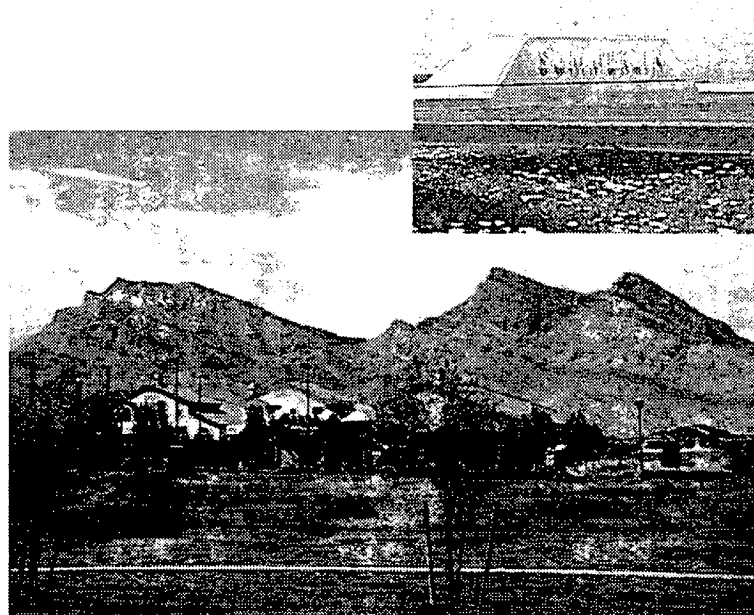


Figure 3**Age Distribution****HOUSING TRENDS**

As of July 1999, the City of Las Vegas had 188,000 housing units. There were 68,152 more housing units in the city than in 1991, for an overall increase of 57 percent. In 1999, 56 percent of the units were single family dwellings, reflecting a trend that has seen a larger share of single family units being constructed in the city (Figure 4). In 1991, for example, the mix of single family to multi-family units was 51 percent to 46 percent (the remaining three percent are manufactured housing). The trend towards more single family homes is expected to continue as the majority of units that will be constructed in the northwest and southwest will have a single family to multi-family mix of 80/20 and 60/40, respectively.

Figure 4**Housing Units**

A continued shift in housing unit types to single family forms has implications for future traffic patterns. For example, single-family detached housing units typically have more persons per household, more vehicles, and generate more trips. Single-family households generate more trips for shopping, education, work and generally running family members to and from various activities. Achieving an improved jobs/housing balance, along with having a greater mix of housing types and greater socio-economic diversity in households will help to alleviate traffic congestion for the city and throughout the Las Vegas Valley.



ECONOMIC TRENDS

Gaming and tourism have been the key industries in Las Vegas for more than 60 years, and are the principal drivers of employment growth across all major industrial sectors. Las Vegas, as a whole, is an economy that relies heavily on service industries, which account for 45 percent of the total Las Vegas Metropolitan Statistical Area (MSA) employment. Of that, 57 percent is in hotel/gaming and recreation (HGR) services. In fact, more than 26 percent of the total work force is employed in HGR. Map 4 illustrates the pattern of city land development and shows major employment nodes.

There were 33.8 million visitors to Las Vegas in 1999, compared to 21 million in 1990. The additional visitors have been accommodated by the development of 46,564 hotel rooms during the 1990s, for a 1999 total of 120,294 rooms. The development in hotel properties, in turn, has been the driving force behind residential and commercial development in the City of Las Vegas and throughout the Las Vegas Valley.

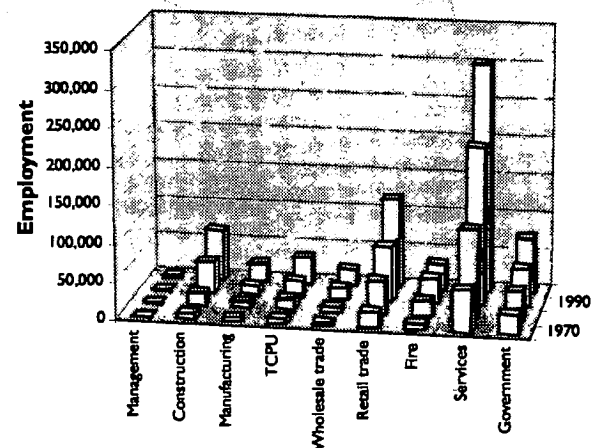
Las Vegas has attempted to diversify its economy to become less reliant on HGR. Employment in the manufacturing sector, though relatively small, has more than doubled since 1990, compared with zero to negative growth nationally. The construction industry, which may be an example of growth feeding on growth, has shown employment gains of 85 percent since 1990 and now makes up 10 percent of the total workforce (Figure 5).

The gaming industry has provided a steady employment base for Las Vegas. For the most part, unemployment in the MSA has remained below the national rate. This is due primarily to the rapid expansion in hotel/casinos and mega-resorts. Local experts calculate that for each new hotel room, one job is created within the hotel, and one and one-half jobs are created outside the hotel, for a net gain of 2.5 jobs per hotel room. This multiplier effect creates demand for businesses that support the hotels, as well as businesses that support the growing population.

Between 1980 and 1990, the workplace experienced change. Overall, the participation in the labor force changed little, going from 70.2 percent to 70.6 percent. But during the decade, the share of women in the labor force increased by 7 percent, while male participation decreased by 4 percent. Overall, minority participation increased during the 1980s. The increase was driven

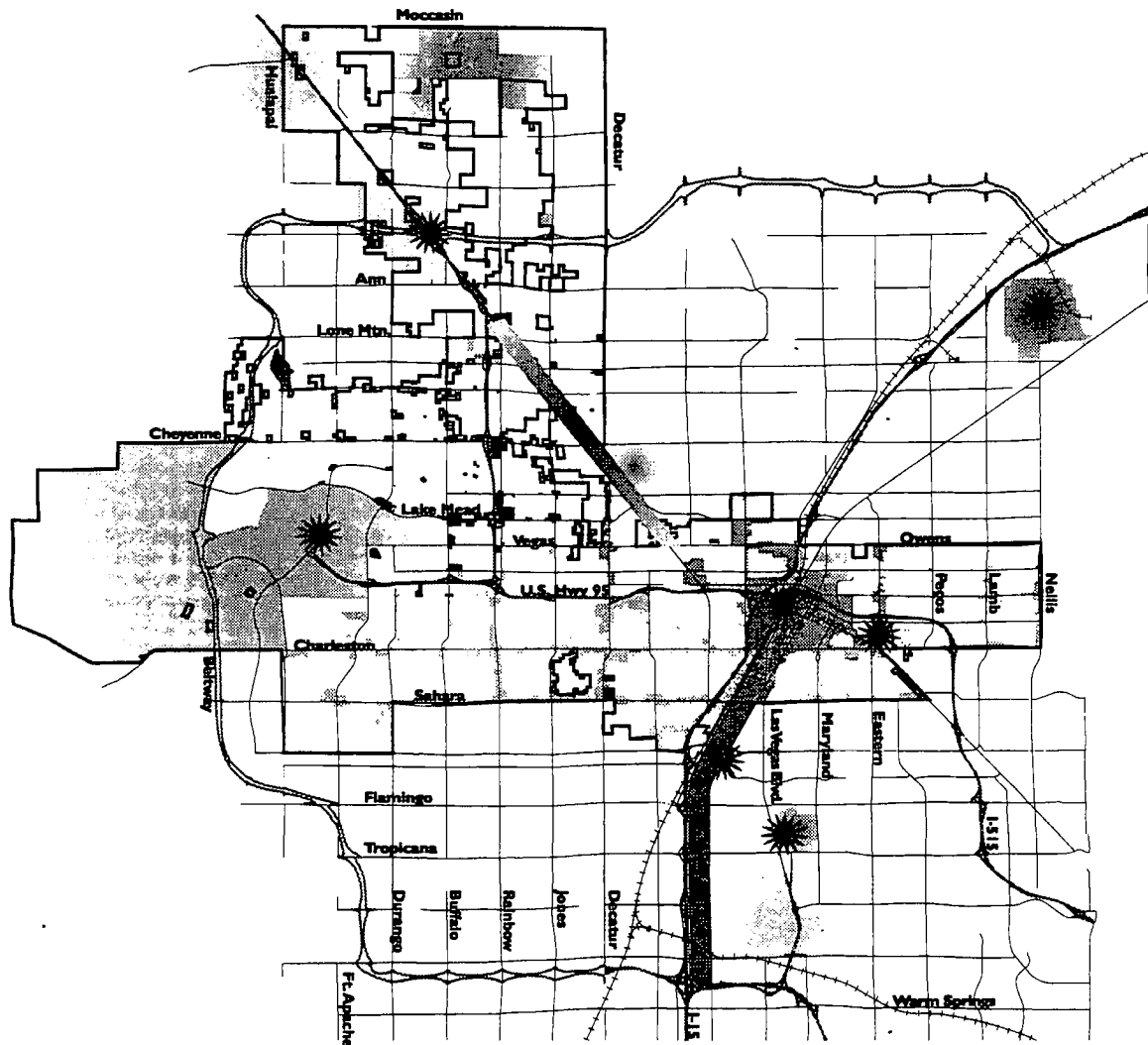
Figure 5

Employment by Sector



Map 4

City Land Development Patterns



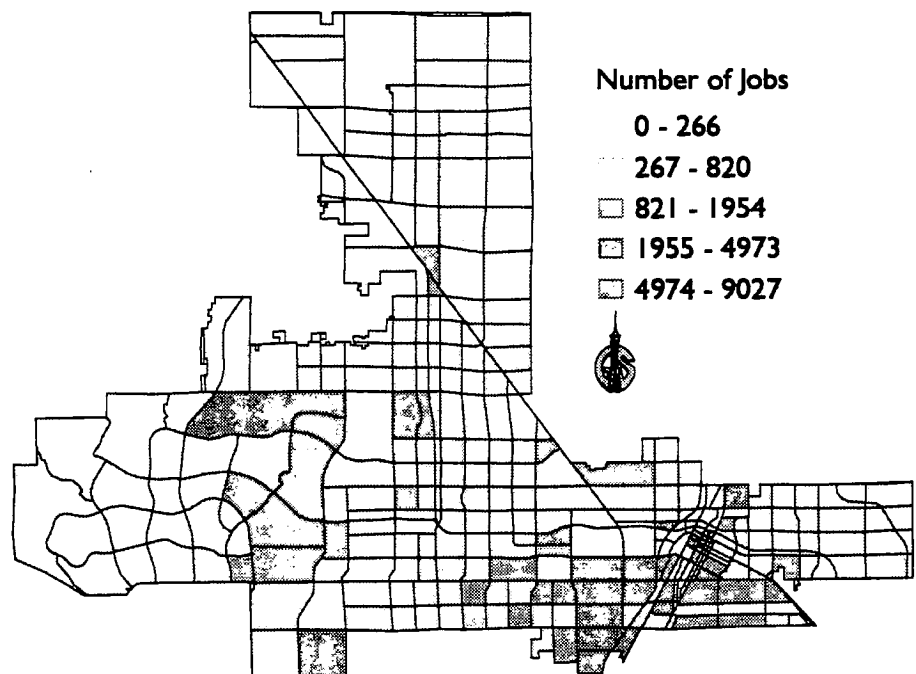
- City of Las Vegas Commercial Areas
- Downtown
- Floyd Lamb State Park
- Kyle Canyon
- Lone Mountain
- McCarran International Airport
- Nellis Air Force Base
- North Las Vegas Air Terminal
- Rancho Corridor
- Redevelopment Plan Area
- Strip
- Summerlin North
- Town Center
- UNLV
- Current City of Las Vegas Boundary
- Employment Nodes



primarily by the increased participation of African-American and Hispanic women. It is expected that the 2000 census will reveal that these trends continued through the 1990s.

It's estimated that 28 percent of the jobs in the Las Vegas Valley are in the City of Las Vegas. The majority of city employment is in the Downtown area and in Summerlin in the western portion of the city (Map 5). The dispersion of employment throughout the city can help improve the jobs / housing balance, increase commuting traffic that goes against the major flow of traffic coming into the business core, and ultimately improve traffic congestion throughout the city. Based on current trends, the Northwest Town Center is projected to capture a large share of the city's future employment growth, along with Summerlin and the Downtown office core.

**Map 5
Employment**

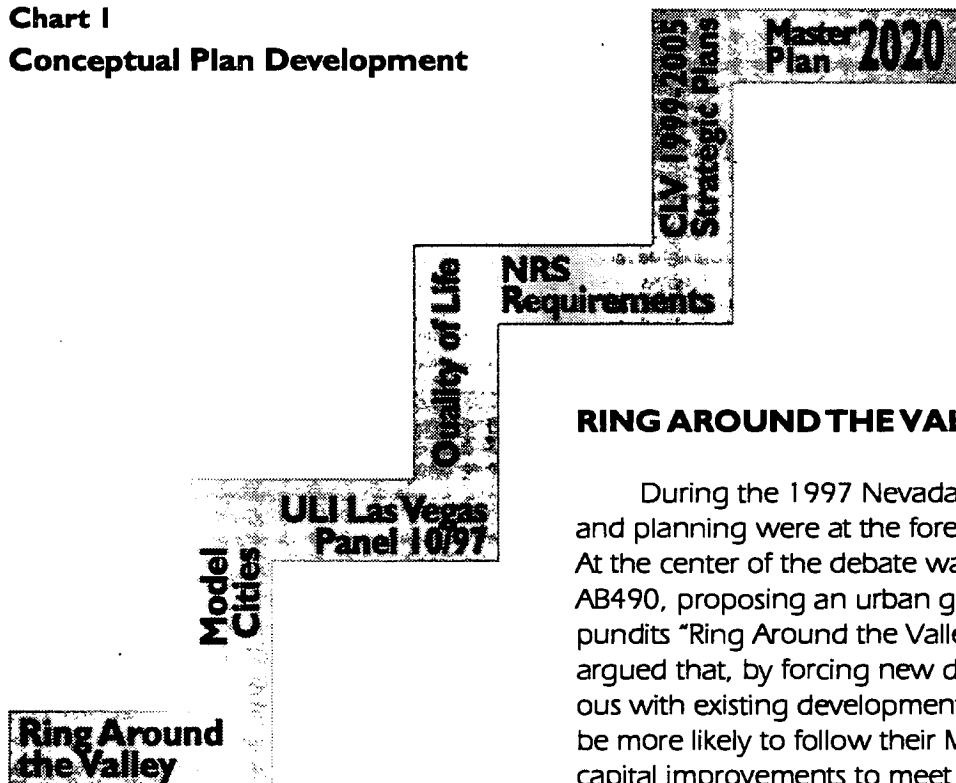


WHY A NEW MASTER PLAN?

The City's General Plan was last revised in 1992. The tremendous increase in population and employment growth that has occurred in the Las Vegas Valley, particularly in the last ten years, has rendered the current General Plan obsolete. Plans for city services and infrastructure need to be based on accurate demographic and employment forecasts for timely implementation.

In particular, a number of events have occurred over the 1998/1999 time frame, which point to the need to revisit the 1992 General Plan (Chart 1). These are discussed in some detail in the following sections.

Chart 1
Conceptual Plan Development



RING AROUND THE VALLEY

During the 1997 Nevada State Legislature, growth and planning were at the forefront of the policy debates. At the center of the debate was a controversial bill draft, AB490, proposing an urban growth boundary, dubbed by pundits "Ring Around the Valley". Proponents of the bill argued that, by forcing new development to be contiguous with existing development, local governments would be more likely to follow their Master Plans, and to time capital improvements to meet the needs of growth and development. Opponents argued that the growth boundary was an infringement into local government issues, and furthermore would increase land costs and ultimately inflate housing prices.

The bill failed to garner the support needed to become law. Another bill was introduced (AB 399) that would have created a regional planning agency in Clark County. It too failed, but led the way for the subsequent success of regional planning legislation that passed the 1999 session of the Nevada State Legislature. A compromise was reached during the 1997 session with the

passing of a third bill, SB 383, creating the Southern Nevada Strategic Planning Authority.

MODEL CITIES PROJECT

The Model Cities Project was a study of four western cities recognized for their livability and business climate: Seattle, Portland, San Diego and Phoenix. The purpose of the study was to evaluate the opportunities and threats facing the city as it considered alternative planning policies to address regionalism, growth and quality of life. The City sent staff members to meet with business leaders, developers, elected officials and public sector officials and learn from their experiences working within a regional planning framework, and to better understand the pros and cons of various growth management strategies.

In November 1997, a report was delivered to the Mayor and City Council. The following recommendations are contained in the report:

- Develop long-term community goals through extensive public participation and community visioning
- Develop a growth strategies framework to achieve the goals identified by citizens and community leaders
- Create an implementation plan that incorporates attainable funding strategies
- Create benchmarks to monitor progress and provide a continuous feedback loop to decision-makers
- Continue to enhance urban design and aesthetic standards that assist developers in revitalizing older neighborhoods and creating new neighborhoods of enduring values

As a follow-up to the Model Cities Project, a series of six town hall meetings were held to discuss growth and planning in Las Vegas. Among the more than five hundred town hall attendees who participated in a survey, more than two-thirds felt that the pace of development in the Valley has detracted from quality of life. However, less than one-third wanted to slow growth, the remainder agreed that City policy should accommodate growth and over 80 percent felt a regional planning agency would be most effective in addressing growth issues.

STRATEGIC PLAN GOALS FOR 2005

A major focus of the new Master Plan is to reflect the recommendations contained in the City of Las Vegas Strategic Plan 2005. This Strategic Plan is the annual blueprint for future corporate activity by the City. This Plan is the result of the development of a series of major policy initiatives, as envisioned by the City's senior management team, with input and direction from the members of City Council.

The City of Las Vegas Strategic Plan 2005, as approved by City Council in January 2000, is directed to four major initiatives:

- Growth
- Quality of Life
- Reurbanization
- Fiscal Responsibility

Specifically, the Strategic Plan 2005 calls for a revised and updated Master Plan that integrates current policy direction on a range of land use issues. In particular, the need to revitalize the city's core and the need to stabilize the older neighborhoods surrounding the Downtown are key directions that are emphasized in the Strategic Plan 2005, particularly through the development of more Downtown housing. It is crucial that redevelopment is fostered on vacant and underutilized sites within these areas, primarily focused on residential market rate development. This resident population will be the needed catalyst to bring a range of retail and service commercial uses into the Downtown core.

The Strategic Plan also calls for needed infrastructure improvements to be carried out within the older portions of the city. These infrastructure investments, some of which may be funded in conjunction with new development, will aid in the improvement of investor confidence to bring new residential and mixed-use projects to the Downtown and adjacent areas.

Another important policy set, which is referenced in the Strategic Plan, is the need to respond to current traffic problems and the identification and planning of future transportation needs. These issues will need to be resolved within both a local and a regional context, and will require broad level policy direction through the Master Plan.

The Strategic Plan also calls for improved opportunities for economic diversification within the City of Las Vegas. Although there is no doubt that gaming and tourism will remain the principal components of the local economy, there is a need to explore the opportunities to bring other economic sectors into the city. In particular, there may be opportunities in the further development of a fledgling local film industry, and of high technology sectors such as internet providers and computer support technologies.

Public outreach and stakeholder participation were identified in the Strategic Plan as vital components of a successful master planning exercise. Later sections of this Plan show how the development and approval process used for the new Master Plan incorporated innovative techniques to obtain a wide range of public comment and participation.

NEVADA PLANNING REQUIREMENTS

During the 1999 session of the Nevada State Legislature, bills were passed that resulted in changes to state planning law, which had ramifications on comprehensive planning for the City of Las Vegas. Firstly, state law now requires a mandatory land use component within a master plan, in addition to the previous mandatory elements of population, conservation and housing.

Since the city's 1992 General Plan already contained a land use component, this change in state law was not significant; however, the approval of "rural preservation neighborhood" legislation by the state had a profound effect on how these areas are to be recognized and protected. The state requires that groups of ranch estate housing that meet certain criteria be protected from intrusion from higher density urban residential development through the establishment of substantial buffer areas around these enclaves. The intent is to use these buffers as areas in which a transition from urban to rural densities can be achieved.

The Master Plan will offer protection to these rural preservation areas as mandated by state legislation. There is, however, a sunset provision on rural preservation neighborhood legislation that expires in 2004. This issue should be revisited at that time to determine if a shift in policy to allow for further urban expansion into these areas is appropriate.

REGIONAL ISSUES

The timing of this Master Plan is in line with regional efforts which have been underway for some time, and which will be concluding within the next two years.

In 1997, approval of Senate Bill No. 383 by the Nevada State Legislature established the Southern Nevada Strategic Planning Authority (SNSPA). The mandate of the SNSPA was to:

- Identify and evaluate the needs of Clark County relating to its growth
- Prioritize the objectives and strategies relating to the growth of Clark County
- Recommend to the 70th session of the Nevada Legislature strategies for meeting the growth needs and objectives of Clark County

In 1998, the SNSPA released a report, which, among other things, recommended the formation of a regional planning authority in the Las Vegas Valley. As a result, the Southern Nevada Regional Planning Coalition (SNRPC) was created by interlocal agreement between the Valley entities in October 1998, and received formal legislative standing, authority and mandates in May 1999. This body is comprised of representatives of all the municipal entities in the Valley, as well as representatives from other utility and service providers in the Valley.

The SNRPC has been vested with the responsibility of preparing a regional plan by March 2001. Consultants were approved in March 2000, and work is currently underway on this regional plan. It is anticipated that this regional plan will focus on land use issues, infill development and the development of public facilities.

The City must ensure that its policies with regard to regional issues are adequately reflected in the Master Plan, and that the policies of the Master Plan, representing contemporary thinking on these matters, can be incorporated directly into the regional planning framework currently being developed.

A host of issues have come to light both before and during the preparation process of the Master Plan that will require a regional perspective to address. These include the roadway and transportation network, which is an amalgam of local, county and state initiatives and funding responsibilities, and the full development and integration

of a seamless Valley-wide transit system, including provisions for a high-volume, high-speed fixed guideway to connect the Downtown and major urban hubs across the Valley.

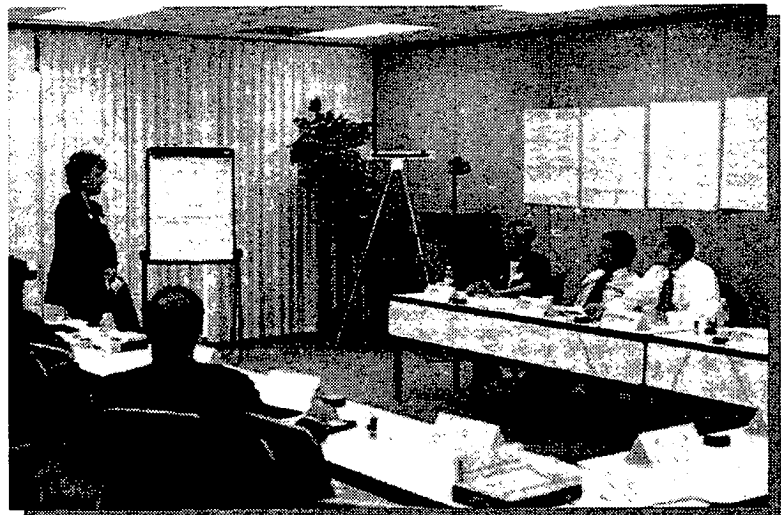
The issues of good air and water quality are common concerns of local residents. Regional solutions will be necessary to address these issues, whether it is control of particulate matter generated by inadequate land clearing and construction practices, reduction of engine emissions or ensuring that water quality remains high and supply remains plentiful and inexpensive. The Master Plan contains a policy framework that sets the stage for the resolution of these issues at a regional level.

ULI PANEL AND REPORT

An interlocal agreement between the Valley entities resulted in a request to the Urban Land Institute to form an advisory panel, which convened in October 1997. The membership of the panel consisted of a range of business and development interests, educators and others. The outcome of this panel session was a report entitled "Livable Las Vegas: Managing Growth in the Las Vegas Valley", produced in 1998. This report contained a series of recommendations aimed at improving the overall livability of the region.

The recommendations of the panel stressed the importance of building strategic leadership as a means of formulating and achieving a vision for the future. The panel also highlighted the importance of ensuring that an adequate amount of land and water are available to support the anticipated levels of development. The panel identified the need to build on strengths within the community in order to maintain a vital economy and foster a livable community.

The panel also suggested that the Valley entities need to focus on adding value to the core quality of life components and to improving the valley economy. Finally, the panel endorsed a smart growth approach to future development. The policies of the Master Plan are oriented to achieving the recommendations as set out in the ULI report.



QUALITY OF LIFE SURVEY RESULTS

A survey was conducted in February 1999 by the City of Las Vegas in conjunction with researchers from the University of Nevada, Las Vegas. The purpose of the survey was to provide information on a range of quality of life issues facing Valley residents. The results of this survey were published in October 1999, and provided residents' opinions on the quality of their neighborhoods, the factors most important to their quality of life, on whether quality of life is improving or declining, which elements are the most important to improve, and which elements residents are willing to pay more for through taxes.

The results of this statistically accurate survey have been factored into the development of this Master Plan, to ensure that quality of life issues are addressed throughout the Plan.

EXPLANATION OF PLAN PROCESS

The following sections explain the structure and role of the Master Plan, and the methods that were used to compile input and feedback to the development and completion of the Plan. These components were essential to prepare a Master Plan that identified and responded to issues of common concern.

CAPSTONE ROLE OF MASTER PLAN

This document is intended to function as an instrument of overarching policy, in which broad solutions are proposed through a series of goals, objectives and policies. The strategy is to provide direction within the Master Plan, which will drive the preparation and contents of a series of elements, special area plans and long-term land use designations.

The elements will deal in depth with specific issues such as parks, housing, public safety and conservation. The special area plans will address areas with unique local land use, development and design issues, such as the Downtown, the Northwest Town Center and West Las Vegas, within specific geographical boundaries. The long-term land use designations will refine the current system of land use categories to provide a broad level of policy direction within the Master Plan.

The capstone strategy allows City Council to set broad directives for future development through the Master Plan. The subsequent direction contained in the individual elements, in the special area plans and in long-term land use designations allows City Council to consider selected issues within this broad policy context and to ensure that more specific policy direction on these issues or for these areas is provided in keeping with the overall broad policy structure as established in the Master Plan (Chart 2).

Chart 2
Conceptual Plan Process



PHASING OF MASTER PLAN COMPONENTS

The overall program for the Master Plan process consists of two phases. Phase One included the research, preparation and approval of this Master Plan document. The intent was to produce a framework of broad directives, in the form of goals, objectives and policies, which could guide the city's growth during a twenty year planning horizon.

It was recognized that a broad policy framework does not provide the level of specificity necessary to guide all aspects of the growth and development of a large, complex and rapidly growing city; however, it was critical to get agreement in a policy context on the overall direction for managing and directing future growth through the Plan period. Once consensus was achieved at the macro level, more detailed planning will then be conducted to fill in the broad framework.

This is the role of Phase Two of the Master Plan process. Specific elements addressing other potential planning issues mandated through state statute will then be prepared. Phase Two will allow for the identification of areas warranting the preparation of special area plans, and the research, preparation and approval of such plans. Phase Two will include the preparation of a revised future land use map, to address and eliminate the issues posed by the current land use scheme. Finally, Phase Two will identify and initiate a detailed implementation program for the Master Plan.

THE ROLE OF COMMITTEES IN THE DEVELOPMENT OF THE MASTER PLAN

The Master Plan process and scope of work was developed during the summer of 1999. After presentations to Planning Commission and City Council in September 1999, these bodies endorsed the commencement of a nine-month work program (Chart 3). A detailed work program schedule is found in Appendix C to this Plan.

It was decided that a committee structure would offer an efficient and effective means of input and feedback on the development of the policy framework. A large 52-member Steering Committee was appointed by City Council to guide the Plan preparation process. This Steering Committee was comprised of representatives of a broad range of stakeholder and interest groups across the

City. This group not only represented development, realty, business and professional interests, but also represented homeowners' associations and members with specific environmental, cultural and religious views and concerns.

The Master Plan Steering Committee met to formulate responses to issues, to develop a vision to drive the Plan process, to consider alternative strategies prepared by Planning and Development Department staff in response to the Plan Vision, and to provide input on the direction and content of the Master Plan goals, objectives and policies. The in-depth participation from the members of the Committee was a critical component in the effort to prepare a long-range plan that was responsive to the identified needs and aspirations of the community.

A Technical Committee was also formed to complement the activities of the Steering Committee. The Technical Committee was comprised of senior members of City departments, as well as representatives of utility agencies, the Regional Transportation Commission, Regional Flood Control, the Metropolitan Police Service and the Clark

Chart 3
Conceptual Plan Organization



County School District. The Technical Committee's role was to assess the strategies developed through the Steering Committee and determine the implications on existing municipal and agency programs, and to provide advice based on technical considerations, during the preparation of the Master Plan.

Although the roles of these committees conclude at the time of final approval of the Master Plan, it is anticipated that some of their members, particularly the Steering Committee, will be asked to serve on working subcommittees that may be necessary to address specific aspects of the implementation phase. These aspects may be topical in nature (e.g. a housing subcommittee) or may address a geographically defined issue (e.g. future development of the Kyle Canyon/U.S.95 corridor).

The important point to note is that this approach allowed information regarding the Master Plan proposals to be quickly dispensed and circulated among a wide range of interest groups and authorities, and for feedback on these proposals to be received by the staff assembling the Master Plan in a very effective manner. In the case of the Steering Committee, this allowed the staff to draft a Master Plan using information generated by the community itself.

SCENARIO DEVELOPMENT

Early in the plan preparation process, it was determined that there were a number of strategic approaches or scenarios for future development that had significant value and should factor into the city's long-range planning.

In order to fully develop and evaluate these scenarios, a one-day charrette was conducted by the Planning and Development Department in October 1999.

A "charrette" is an intensive short-term exercise or workshop, derived from an evaluative process developed in European architectural schools in the 18th century, in which designs or proposals are presented, discussed and critiqued in a group setting. The charrette conducted for evaluation of potential Master Plan scenarios involved staff from a range of City departments and local agencies.



The attendees were asked to self-select into groups and to have each group develop a conceptual scenario. The broad concepts that provided the basis for these scenarios were developed by staff prior to the charrette. The scenarios that were considered were:

- An urban core reinvestment (Downtown-oriented) scenario
- A scenario focused on Northwest sector growth, including the future Beltway
- A mass-transit oriented scenario
- A decentralized nodal scenario, with growth focused at nodes located at the intersections of primary roads
- A "triad" scenario, with growth focused on the Downtown, Town Center and Summerlin areas - each area having a different emphasis among government, business and entertainment functions

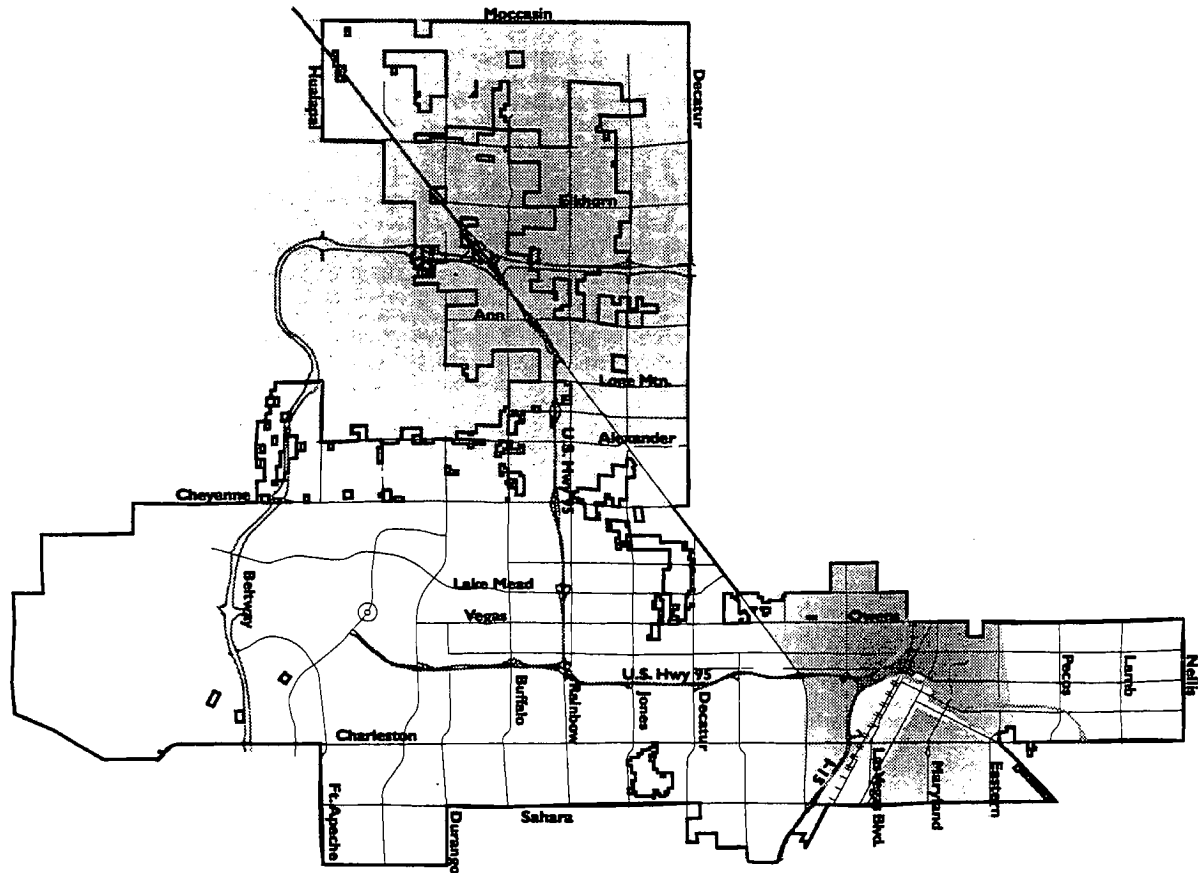
The groups presented their ideas for each scenario, and there was group discussion regarding the merits and drawbacks of each scheme. Following the charrette, staff worked to compile the positive aspects of all the scenarios into a composite scenario. The five scenarios and the composite scenario were then presented to the Steering Committee, where the Committee critiqued the proposals in break out sessions. The scenarios were also presented to the Technical Committee for review and comment. Staff then revised the composite scenario based on the input from the two committees.

The composite scenario was an important development in the overall Master Plan process because it was able to illustrate where shifts in land use policy would be necessary to accomplish the overall vision of the Master Plan.

The composite scenario led to the formulation of policy sets in the Master Plan which are aimed at three geographic areas: the Downtown, which is addressed through a Reurbanization Strategy, the central city area, which is addressed through a Neighborhood Revitalization Strategy, and the Northwest, which is addressed through a Newly Developing Areas Strategy in the Master Plan (Map 6).

Map 6

Master Plan 2020 Strategy Areas



-  Reurbanization Area
-  Neighborhood Revitalization Area
-  Newly Developing Area
-  Current City of Las Vegas Boundary



COMMUNITY VISION SURVEY

It was determined that a survey would be a reasonable and efficient method of obtaining public opinion on a range of land use and urban design issues which had come to light through early committee discussions and through general planning practice.

Many of the questions were based on ideas raised by the ULI panel, in the Quality of Life Survey, and in the charrette; the challenge lay in the administration of a survey that would reach a representative cross-section of the local population, collating the results, and inputting this information into the planning process early enough in the planning process for these results to have a meaningful impact on the development of policies.

The principal vehicle for the delivery of the survey was the internet. The Planning and Development Department created a dedicated website, discussed in greater detail below under "Public Outreach Components", which allowed access to the survey.

Using consultants who had been involved with the early development of the concept of community visioning surveys in the U.S., and who have pioneered the administration of such surveys using computer technology, a survey was developed to ask 52 questions on the following topics:

- Downtown Redevelopment
- Neighborhood Revitalization
- Transitions and Buffers
- Commercial Corridors
- Walkable Neighborhoods
- Mass Transit

A number of questions sought to obtain demographic information about the respondents. The survey consisted largely of a series of images, in which the respondent was asked to select his or her preferred image from a group of images, which he or she felt best addressed a particular issue. There were also some text-only opinion questions.

The survey was administered on the website, in both English and Spanish, from January 21, 2000 to March 10, 2000. In addition, a series of six public meetings were held to allow members of the public who may not have had access to a computer, to participate in the survey. Also, surveys were distributed to the public with postage-



paid return envelopes at a number of neighborhood meetings held by several City Council members during February and March 2000. Finally, surveys and return envelopes were distributed to the city's 25 leisure and arts centers for general community access.

In total, 763 surveys were completed. The full results of this exercise are reported in Appendix A to this Plan. The responses generally supported the initiatives which were being concurrently developed through the committee process. Most people:

- were in favor of safe, affordable Downtown housing
- wanted Downtown park space
- felt that mixed-use development was acceptable
- preferred neighborhoods that allowed for walks to parks, shopping and transit
- supported the use of strong urban design controls to foster a vibrant and interesting urban fabric

While the results of this survey cannot be considered to be scientifically representative, as those completing the survey were not selected randomly, the survey does provide a meaningful insight into the views of those interested enough in the future of the city to invest at least fifteen minutes of their time in completing the survey. This process was intended to provide yet another perspective on the development and review of long-range policies.

GIS MODELING OF MASTER PLAN

A major criticism of broad-level, long-range policy development is that there is much uncertainty as to the outcome of these policies, should they be implemented, after a period of ten or twenty years. In preparing this Master Plan, computer modeling assisted in predicting policy outcomes, and helped to determine if policy interventions would in fact achieve their intended results.

Research was conducted to determine if there was an existing model in place which could be used to test the proposed policy sets, or if a new model would have to be developed. Fortunately, the Clark County Regional Transportation Commission (RTC) was in the final stages of developing a model, which was suitable for the purpose. The RTC graciously offered to provide the model, and training, to the City for testing of the draft policy sets of the Master Plan. A full report on the outcome of this testing process is contained in Appendix B to this Master Plan.

This model is called the Small Area Allocation Model (SAAM). It tests the attractiveness of land for development using a grid of small areas (in this case, traffic analysis zones, or TAZs, were used). The user is able to go into the model and establish control totals for population, housing or employment within specific TAZs. These totals are then subtracted from the overall totals in the model. When the model is run, it redistributes the net overall totals within the remaining TAZs based on the attractiveness indicators within the model.

The benefit of this model is that it was developed with a Valley-wide database, so that any changes to City policy can be tested in a Valley-wide context. This much more accurately reflects reality than an exercise which only looks at the city in isolation. This is particularly significant in the Las Vegas setting, where the geographical inter-relationships of the municipal entities in the Valley cannot be ignored.

With the aid of consultants, a baseline was created to test the continuance of the existing policy framework; in other words, in the absence of future policy intervention, the baseline projection attempted to identify the likely pattern of growth and development in the Valley over the next twenty years.

Then the three strategies, which evolved through the committee process, were tested through the model; these were the Downtown Strategy, the Neighborhood Revitalization Strategy and the Newly Developing Areas Strategy. The assumption was that the initiatives contained within these strategies would be fully realized. The model would then project the levels of growth in population, housing and employment that would result. Further, the model would determine how the resultant growth would be spatially distributed across the County within the TAZ structure.

These strategies were then applied to a transportation model (TRANSCAD) and an air quality model to determine the long-range effects on mobility and pollution within the Valley.

Although these strategies have been modeled separately and are discussed in detail in Appendix B, it was the simultaneous modeling of the three strategies (composite strategy) in comparison to the baseline strategy, which yielded the most interesting results. In the baseline model, city growth declined over the Plan period, with a progressively greater proportion of new growth going southward

into Clark County. The baseline model contained virtually no redevelopment, and the central city area lost commercial share and declined in residential population.

In the composite strategy, however, which entails a significant jump in Downtown housing and employment, some striking increases in these sectors occur in some of the transitional areas near the Downtown. Secondly, although areas like Summerlin grew predictably, they grew at slightly slower rates than in the baseline, with strong rates of new growth in the Northwest Sector, particularly around Town Center.

Perhaps the most significant results were in the transportation area, where the composite strategy showed markedly lower traffic congestion levels on the primary road network, than that displayed for the baseline model; this means that the composite created less traffic congestion, even though it contained a greater share of Valley-wide population growth than the baseline strategy.

The next step in this modeling process is to project these results through the City's new Fiscal Impact Assessment (FIA) Model, so that the marginal costs of public services and improvements can be considered. The intent is to be able to link service levels with the cost of new development or redevelopment.

This will allow the City to compare the public costs for services and facilities necessary for new development, and to determine if the revenues generated by that new development would cover those added marginal costs. If not, then the choice may be to increase general taxes, or to reduce service levels. In either case, the City will be better equipped to consider the long-range implications of future development and redevelopment.

PUBLIC OUTREACH COMPONENTS

The need to obtain public input and commentary is vital to the success of any comprehensive planning program. To achieve this end, the steps taken started with the formation of a Steering Committee which was representative of a wide range of business interests, including the real estate and development industries, homeowners' associations and various social, environmental and cultural interests.

In addition to representing many organized groups within the Las Vegas community, the Steering Committee

was convened as a public body and was subject to open meeting law. This meant that every meeting was officially advertised, and was open to comments and questions from the floor.

The community vision survey, which was conducted from January to March 2000, also offered another opportunity for significant public input. The fact that this survey was offered in Spanish, both via the internet and as handouts at a series of public meetings, indicated the desire to ensure that the large Spanish-speaking community in Las Vegas had a chance to voice its views.

The vehicle for access to the community vision survey was a dedicated website developed by the Planning and Development Department. In addition to providing this access, the website offered valuable information regarding the plan process, the schedule of work accomplished to date, agendas and minutes from the committee meetings, and answers to frequently asked questions. This website also provided contact information for those wishing to contact the Master Plan team members. This website was hot linked to the City's own intranet site, to the commercial Vegas.com Site, and to the home page of the Clark County Comprehensive Planning group.

The Master Plan project was the subject of feature segments on the "City Beat" show on the City's own television station, KCLV. These segments have aired a number of times since December 1999. There were also numerous press releases to the media at key points during the plan preparation process.

Lastly, presentations were made on the Master Plan during the plan preparation process at a number of neighborhood meetings sponsored by members of City Council. During the approval phase of the Master Plan, a number of public presentations dealing directly with the Master Plan were also conducted. Of course, the meetings of the Planning Commission and City Council at which the Master Plan received final approval were also advertised public meetings.

All of these steps linked together during the entire plan preparation process to create an ongoing commitment to provide a full public outreach effort, giving all sectors of the public an opportunity to participate in the process and have their voices heard in creating a comprehensive vision for the future of Las Vegas.

VISION STATEMENT

Early in the Plan preparation process, the Master Plan Steering Committee developed a Vision Statement. This Vision Statement is intended to guide the direction and emphasis of the goals, objectives and policies of the Master Plan.

The Vision Statement for the Las Vegas 2020 Master Plan is as follows:

the master plan 2020 vision is:

LAS VEGAS 2020
CITY OF LAS VEGAS MASTER PLAN

By 2020, Las Vegas will become a multi-cultural and diverse community where people and families are our top priority, where we can live and grow together in safe and distinctive neighborhoods. Our people will achieve their highest potential in education, employment, business, recreation, and arts and culture. We will have a fully developed sense of pride in our desert environment, our history, our community, our future and our variety of citizens while promoting a high and sustainable quality of life and economy for all.

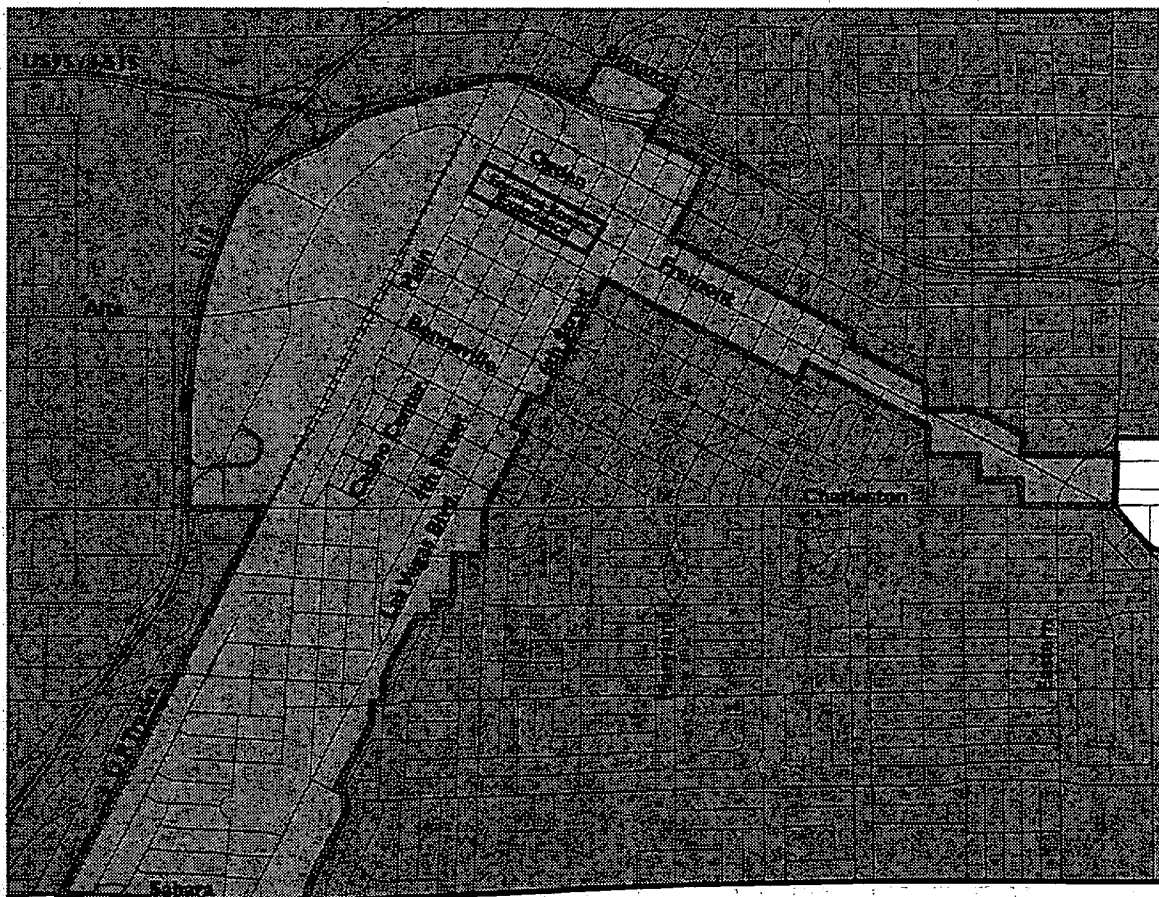
FOCUS OF THE MASTER PLAN

The goals, objectives and policies of the Master Plan center on several themes. These themes represent the aspirations of Las Vegas that will require long-term planning commitments to realize.

These themes are Reurbanization, Neighborhood Revitalization, Newly Developing Areas, Economic Diversity, Cultural Enhancement, Fiscal Management and Regional Cooperation.

Simply put, reurbanization means creating a vibrant, urban environment at the core of the city where people choose to live, work, and play. Establishing a mix of housing along with shops, parks, and educational and cultural amenities is the key to the City's redevelopment efforts. Urban housing will provide a steady client base for services and shops, entertainment and restaurants, allowing Downtown to become a cultural and economic center for the entire community. Map 7 illustrates the boundaries of the area affected by reurbanization policies.

Downtown Reurbanization Area



-  City of Las Vegas Boundary
-  Unincorporated Clark County



.....► **Reurbanization**

GOAL: The Downtown area will emerge as the preeminent hub of business, residential, government, tourism and gaming activities in the City of Las Vegas and as a major hub of such activities in the Las Vegas Valley.

OBJECTIVE A: To develop a significant housing component within the Downtown area, which will act as a catalyst for the establishment of a range of retail and service commercial uses to serve Downtown residents.

POLICY A1: That a series of Districts with distinctive edges and themes be established. Examples of such emerging themes that should be encouraged are the Arts District, the Downtown South District, the Gateway Park District and the Office Core District.

POLICY A2: That each of these Districts (with the exception of the office core and areas reserved for gaming functions) may have a residential component.

POLICY A3: That new market rate multi-unit mixed-use residential development be encouraged on vacant or underutilized sites. Such projects may include a ground floor commercial component where appropriate.

POLICY A4: That safe, affordable and mixed-income residential development continue to be developed within the Downtown area.

OBJECTIVE B: To improve the livability of the Downtown through the creation of a series of safe, attractive and interesting public open spaces and non-vehicular routes to connect these open spaces and other major Downtown activities.

POLICY B1: That each District be focused around a central open space, park, public facility or landmark which lends identity and character to that District.

POLICY B2: That a major civic square, open space or park be developed in the central business/government district core, to serve as a focal point for the City and contribute to the identity, functionality and amenity of the Downtown.

POLICY B3: That all Downtown parks and open spaces be linked with non-vehicular corridors or routes. These routes should be readily identifiable through sidewalk treatments, signage, lighting, landscaping and other techniques. Enhanced streetscapes should be developed along selected corridors. The intent is to foster a safe, pleasant and convenient pedestrian environment.

POLICY B4: That the City will promote facade enhancements through the use of improvement districts and other means.

POLICY B5: That the City will improve the quality and appearance of signage through review and amendment of its Sign Code.

OBJECTIVE C: To recognize the role of gaming, tourism and entertainment as a principal focus of Downtown Las Vegas, while at the same time to expand the role of other commercial, government and cultural activities in the Downtown core.

POLICY C1: That the Fremont Street Experience continue to be the focal point for tourist and gaming activities within the Downtown. An important secondary node for existing and future tourist and gaming activities should be the area north of Sahara Avenue and south of St. Louis Avenue, west of Las Vegas Boulevard.

POLICY C2: That new retail and service commercial development be encouraged within the Downtown to serve the emerging housing market. In particular, this development should be weighted towards restaurants, retail shops, and service businesses intended to serve local residents as well as the tourist market.

POLICY C3: That the role of the Downtown as the preeminent center of government activities in the Las Vegas Valley be continued and strengthened.

OBJECTIVE D: To retain, where viable, historical structures which represent the architectural, cultural and social legacy of the City of Las Vegas.

POLICY D1: That the buildings within the greater Downtown area which have been identified on the City's inventory of historic structures be recycled for modern uses where financially viable. Flexibility in terms of the reuse of these buildings should be encouraged, provided that the reuse does not have undesirable impacts on surrounding sites.

POLICY D2: That the City develop guidelines for reuse of historical structures, including the scope of modifications and the use and extent of exterior business signage.

OBJECTIVE E: To bring cultural, entertainment and sports facilities that will draw patrons from across the Las Vegas Valley to the Downtown area, to provide another dimension to the attraction of Downtown Las Vegas.

POLICY E1: That the City pursue the development of a performing arts center within the Downtown area.

POLICY E2: That the City explore the potential viability of a major sports entertainment center for the City of Las Vegas.

POLICY E3: That the Arts Districts be promoted as a centers of cultural and arts activities within the Downtown.

POLICY E4: That entertainment activities, such as movie theaters and live performing arts, be developed within the Downtown, to serve both a local and regional population.

OBJECTIVE F: To provide high quality transit service including integrated bus and rapid transit, which serves the Downtown and which connects the Downtown with other employment, entertainment and shopping nodes within the Valley.

POLICY F1: That the City cooperate with the Regional Transportation Commission, other Valley entities, other levels of government and private sector investors to develop fixed guideway transit systems.

POLICY F2: That the phasing of the guideway route be firstly to connect the Downtown and the Strip and secondly, to connect Downtown to the McCarran Airport, Northwest Town Center and Summerlin areas.

POLICY F3: That the City support efforts to develop a mag-lev train system between Downtown Las Vegas and California.

OBJECTIVE G: To ensure that educational and training opportunities appropriate to the population and workforce in the Downtown are developed. Such educational opportunities are intended to apply to grades K-12, as well as colleges, universities, and trade and vocational schools.

POLICY G1: That the City cooperate with regional and private educational institutions to bring technical, vocational and other appropriate training providers into Downtown campus locations, while encouraging a diversity of higher education.

OBJECTIVE H: To ensure that the needs of the homeless are addressed in a manner which is compatible with the other long range objectives for the Downtown.

POLICY H1: That existing policies and programs related to addressing the needs of the local homeless population continue to be supported by the City.

POLICY H2: That the City discuss the homeless issue with the other relevant Valley entities, in order to arrive at regional solutions where appropriate.

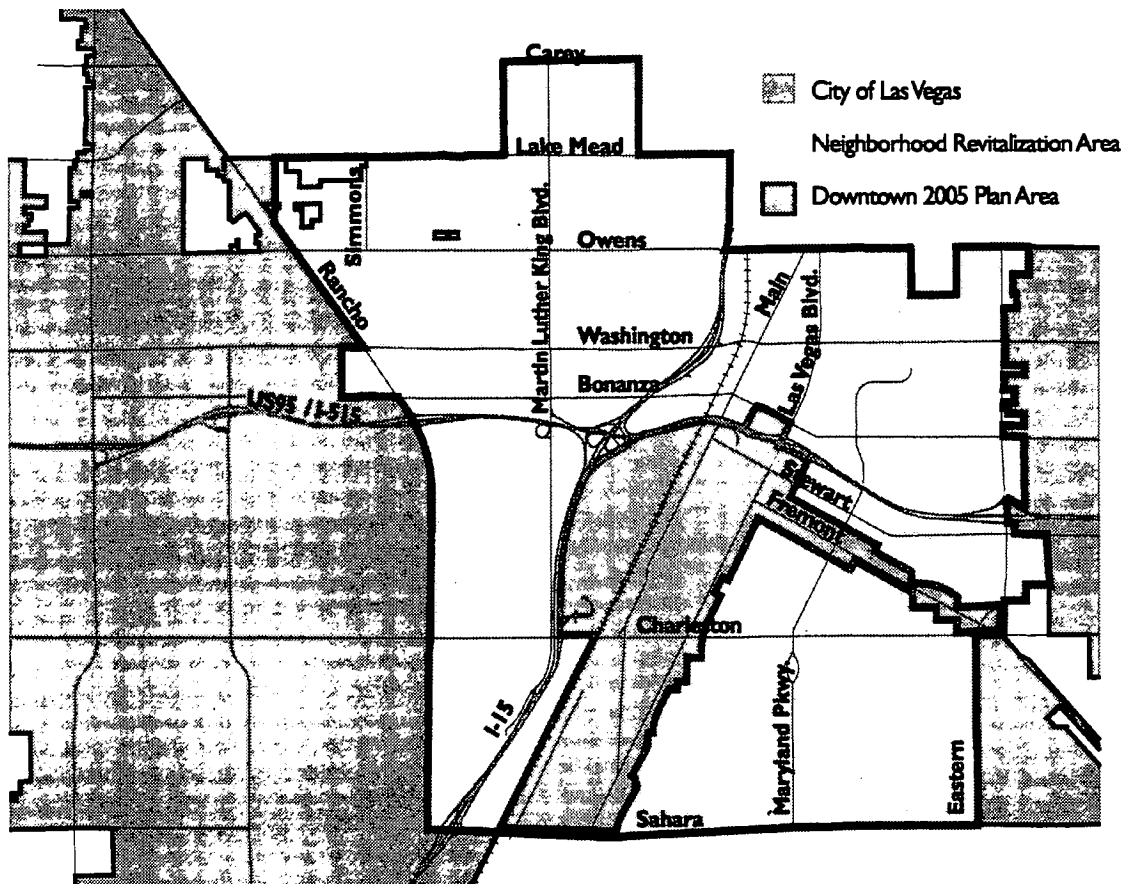
NEIGHB RH REVITALIZATION

Neighborhood Revitalization embodies a strategy of halting and reversing the decline of some older areas, which have been affected by a range of social ills or impacted by a shift in the land use base. These may be neighborhoods which require improvements in infrastructure, or which have seen increases in property crime, vandalism and graffiti. These neighborhoods may be experiencing greater amounts of through traffic and noise than in the past; the rapid growth of the city can be most directly felt in its mature neighborhoods.

The Master Plan seeks to stabilize and improve these areas that form the heart of the community, protect them from the intrusion of non-residential land uses, and where a transition to non-residential activities is underway, to integrate these uses in a sensitive and attractive manner. A key component of neighborhood revitalization is the recycling of declining commercial centers into mixed-use urban hubs, creating a walkable and interesting urban environment. Map 8 shows the area which is the focus of neighborhood revitalization strategies.

Map 8

Neighborhood Revitalization Area



GOAL: Mature neighborhoods will be sustained and improved through appropriate and selective high quality redevelopment and preservation.

OBJECTIVE A: To focus residential reinvestment on transitional sites within the central city area at densities that support mass transit usage.

- POLICY A1:** That mixed-use residential/commercial development occur on sites currently occupied by declining commercial centers.
- POLICY A2:** That development on vacant or underutilized lots within existing residential neighborhoods be sensitive in use and design to surrounding development.
- POLICY A3:** That urban hubs at the intersections of primary roads, containing a mix of residential, commercial and office uses, be supported.
- POLICY A4:** That new commercial development be designed in a walkable and non-vehicular friendly manner, with outdoor seating areas and other amenities and parking areas located away from the street.
- POLICY A5:** That neighborhoods be encouraged to revitalize through a variety of incentives, including accessory apartments and relaxation of setback requirements where offset with appropriate landscaping.
- POLICY A6:** That, where feasible, neighborhoods be identified through urban design elements, lighting, or landscaping features, or other community focal points which are unique to that neighborhood.
- POLICY A7:** That the demand for transportation services be reduced by improving the balance between jobs and housing and by creating options for people to live and work in the same place, or within walking or cycling distance.

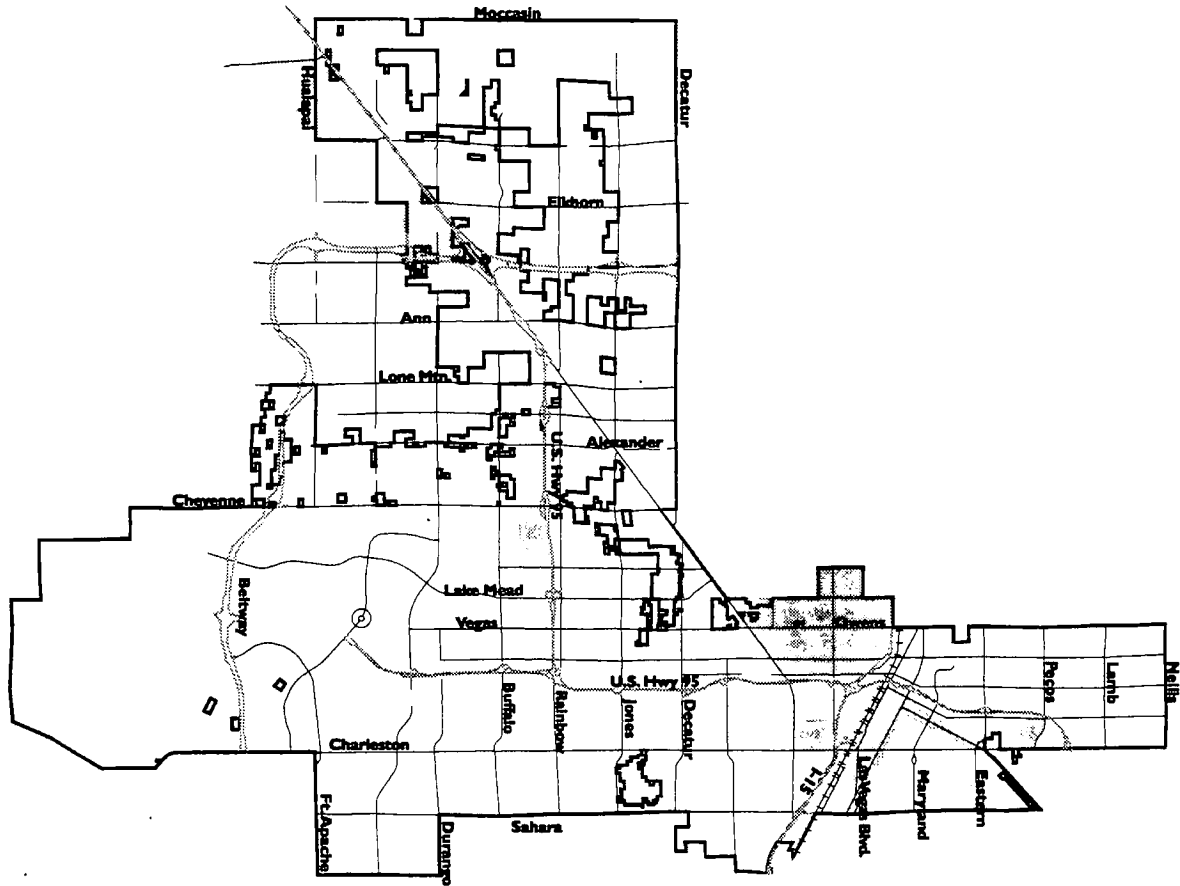
OBJECTIVE B: To ensure that low density residential land uses within mature neighborhoods can exist in close proximity to higher density residential, mixed-use, or non-residential land uses by mitigating adverse impacts where feasible.

- POLICY B1:** That any higher density or mixed-use redevelopment which is adjacent to lower density residential development should incorporate appropriate design, transition, or buffering elements which will mitigate adverse visual, audible, aesthetic or traffic impacts.
- POLICY B2:** That seniors' and assisted living housing be encouraged to develop, both to meet the needs of community residents who wish to age in place in their neighborhoods, and as a means of increasing residential densities in these areas.
- POLICY B3:** That traffic and design standards be adopted to address the need for transitions between different kinds of urban land uses.

OBJECTIVE C: To prepare, adopt and implement special area plans (Map 9) and neighborhood plans where more detailed planning is needed. These special area plans shall conform to and implement the Master Plan and address land use and

Map 9

Special Area Plans



- Downtown
- West Las Vegas
- LV Medical District
- LV Technology Park
- Spectrum Business Park
- Town Center
- Kyle Canyon [Potential]



other issues specific to that area. Neighborhood plans shall be prepared in conformance with the neighborhood planning process.

- POLICY C1: That the Downtown 2005 Plan, in conjunction with appropriate neighborhood plans, provide such direction for Downtown.
- POLICY C2: That the West Las Vegas Plan provide such direction for West Las Vegas and adjacent areas.
- POLICY C3: That the Medical District Plan provide such direction for the University Medical Center's medical facilities and support services and their adjacent residential neighborhoods.
- POLICY C4: That the Las Vegas High School Historic District provide such direction in this District to preserve the architectural heritage of Las Vegas.
- POLICY C5: That special area plans be prepared for other areas of the city where desired.
- POLICY C6: That a beautification upgrade of the Rancho Drive corridor be considered by the City to support its anticipated future role as the location of a major transit corridor, greenway and pedestrian/bikeway.

OBJECTIVE D: To ensure that the quality of existing residential neighborhoods within the City of Las Vegas is maintained and enhanced.

- POLICY D1: That the City aggressively promote, on an opportunity basis, the acquisition and development of land for parks in central city locations.
- POLICY D2: That the City continue to improve the level of maintenance of existing park areas within the city.
- POLICY D3: That the City facilitate the removal of graffiti and waste materials left on public or private property and work with owners of neglected property to improve the overall appearance of older neighborhoods across the city.
- POLICY D4: That crime prevention and public safety be the primary priority for the city's neighborhoods, and that this priority be reflected in design and lighting of public spaces and in neighborhood design, using established CPTED (Crime Prevention Through Environmental Design) principles.
- POLICY D5: That the City work with neighborhood and homeowners' associations to learn about local concerns as they arise and respond to these concerns in a timely manner.
- POLICY D6: That the City assist local residents in mature neighborhoods in developing self-help techniques to protect and preserve the integrity of their neighborhoods, and neighborhood associations.
- POLICY D7: That the City maintain and renovate its public infrastructure within existing residential neighborhoods as needed.

POLICY D8: That the City improve the quality and appearance of signage through review and amendment of its Sign Code.

OBJECTIVE E: To ensure that educational and training opportunities are developed.

POLICY E1: That the City cooperate with regional and private educational institutions to bring higher educational opportunities.

POLICY E2: That the city cooperate with regional and private educational institutions to bring vocational and technical training to the city.

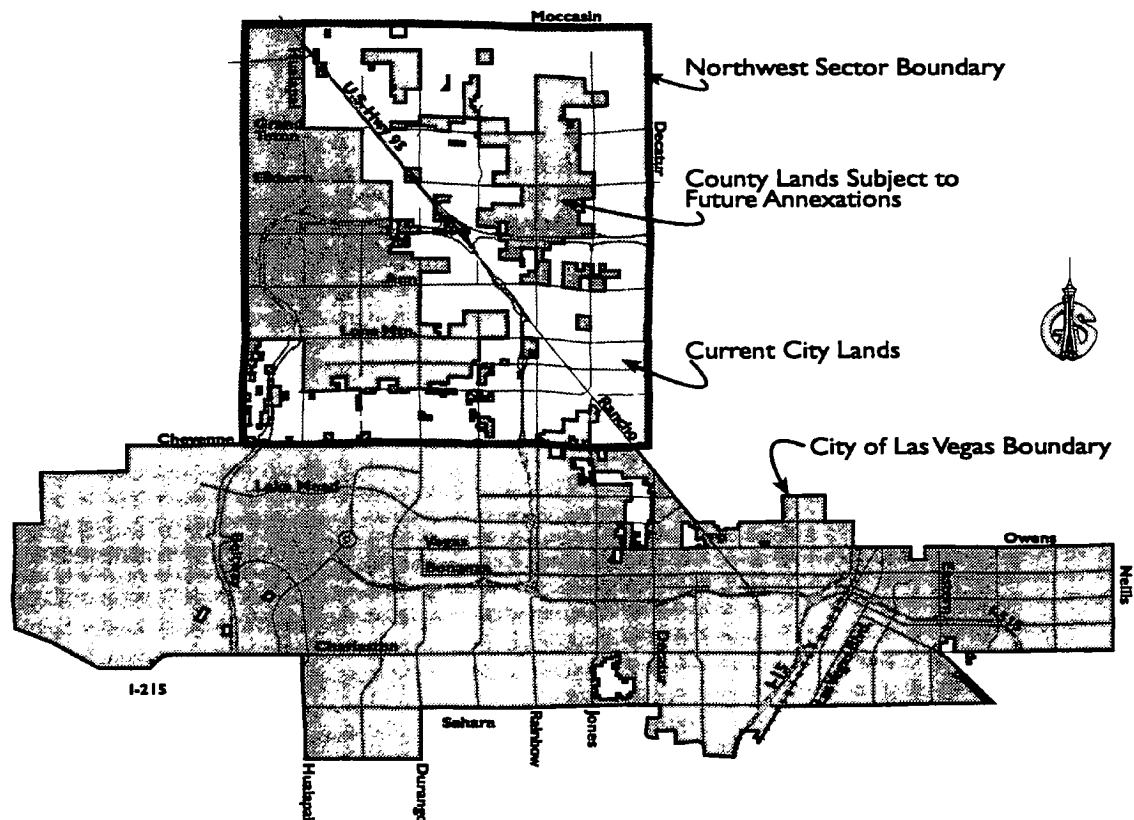
NEWLY DEVELOPING AREAS

Strategies will be needed to provide direction for newly developing areas of the city, not just in terms of the control of land use issues such as density or use, but which will lend some direction towards the design and appearance of these emerging communities.

The importance of creating neighborhoods which are walkable and communities which are sustainable must be key elements of our newly developing areas. Just as important is the need to plan for an adequate infrastructure that goes beyond basics; neighborhood parks and trails to link them, picturesque streets lined with trees and a range of housing types and options are all elements which increase the humanity and comfort of new neighborhoods as places to live and work. Map 10 illustrates the area affected by the strategies of this section.

Map 10

Newly Developing Areas



GOAL: Newly developing areas of the city will contain adequate educational facilities, and recreational and open space and be linked to major employment centers by mass transit, including buses, and by trails.

OBJECTIVE A: To ensure that new residential subdivisions, with the exception of areas currently designated as rural preservation neighborhoods by Nevada statute, are developed into walkable communities, where reliance on auto trips for convenience shopping and access to education and recreation is minimized, and where development densities support transit.

POLICY A1: That residential developers be encouraged to provide traffic calming measures in new residential neighborhoods, and where appropriate, narrower local streets. Where possible, sidewalks should be separated from the curb by a landscaped amenity zone within the dedicated right-of-way, with a tree canopy along the sidewalk.

POLICY A2: That new residential neighborhoods emphasize pedestrian linkages within the neighborhood, ready access to transit routes, linkages to schools, integration of local service commercial activities within a neighborhood center that is within walking distance of homes in the neighborhood.

POLICY A3: That residential areas be within walking distance of a neighborhood park.

POLICY A4: That the City encourage developers to provide cluster homes and options to front-drive garages, or garages which dominate the front building facade, and offer usable front porches or other seating areas that allow for interaction with passing neighbors and promote observation and defensible space.

POLICY A5: That urban hubs at the intersections of primary roads, containing a mix of residential, commercial and office uses, be supported.

OBJECTIVE B: To ensure that rural preservation areas with distinctive rural residential character are preserved and buffered from surrounding higher density development, in accordance with Nevada statute.

POLICY B1: That "rural preservation neighborhoods", as defined by the State of Nevada, be afforded the required transitional buffer where such portions of the required buffer area fall within the City of Las Vegas and are lands that are currently vacant.

POLICY B2: That land within such rural preservation neighborhoods located within portions of Clark County located north of Cheyenne Avenue and west of Decatur Boulevard be annexed to the City of Las Vegas in order to provide them with urban municipal services. Any additional tax costs that would be borne by these property owners as a result of such annexation would be phased into effect over several years.

POLICY B3: That the City develop rural street and lighting standards for areas within the city which are to remain rural in character in the long term.

OBJECTIVE C: To ensure that there is a diverse choice of affordable housing types and costs that meets the present and future needs of the city's population, provides more opportunities for home ownership, and affords residents a greater opportunity to reside in the housing of their choice.

POLICY C1: That the City advocate for and participate in state and federal housing programs that are intended to provide for increased levels of home ownership.

POLICY C2: That the City leverage funds, obtain private sector assistance and funding commitments to broaden the range of housing options.

POLICY C3: That affordable housing be encouraged, and that incentives be considered for projects containing affordable, owner-occupied housing.

POLICY C4: That the City pursues a fair housing policy that discourages discrimination, avoids concentrating low-income housing, and pursues a wider range of housing types.

POLICY C5: That seniors' and assisted living housing be encouraged to develop, to meet the needs of community residents who wish to age in place in their neighborhoods.

OBJECTIVE D: To ensure that adequate portions of the lands released for urban development by the Bureau of Land Management (BLM) are developed for recreational and educational public facilities that will benefit the city (Map 11).

POLICY D1: That a minimum of thirty (30) percent of available BLM lands be planned for recreational and parks uses within the northwest sector of the city, in the general vicinity of the intersection of Kyle Canyon Road and US 95.

POLICY D2: That detailed plans for recreation, parks and other uses be set forth in a special area plan for the Kyle Canyon area. This special area plan should be logically linked to the City's policies for the Northwest Town Center.

POLICY D3: That a minimum of ten (10) percent of available BLM lands within the Kyle Canyon area be made available for the development of a high technology business park within the northwest sector of the city.

POLICY D4: That the City plan for a minimum of ten (10) percent of the BLM lands within the Kyle Canyon area for research and higher education.

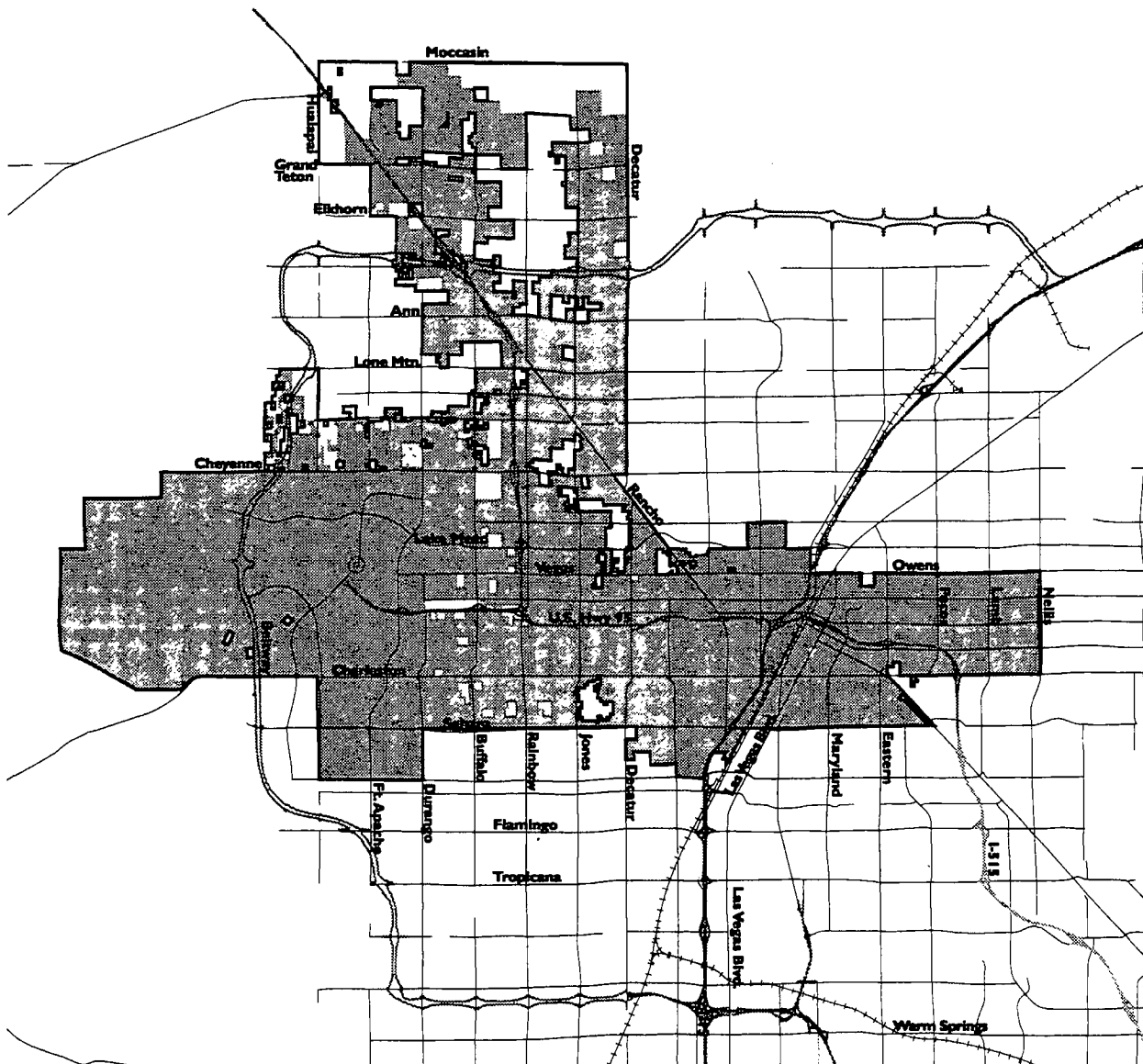
POLICY D5: That, only after the other policies of this section have been addressed, and the City has communicated its lands requirements to the Bureau of Land Management, that the City make available the remaining surplus BLM lands in the northwest sector of the city for master planned communities, which includes affordable housing.

OBJECTIVE E: To enhance the visual quality of new development within the city.

POLICY E1: That the City will strengthen and enhance its urban design standards to improve landscaping and design standards for new development.

Map 11

BLM Available Lands



-  Current City of Las Vegas
-  BLM Lands
-  Unincorporated Clark County



POLICY E2: That the City work with the developers of master planned communities to ensure that the standards for these communities meet or exceed those for citywide development.

POLICY E3: That, where possible, development be designed and oriented to ensure that view sheds of the mountain ranges surrounding the Las Vegas Valley are maintained.

POLICY E4: That the City improve the quality and appearance of signage through review and amendment of its Sign Code.

OBJECTIVE F: To ensure that an adequate amounts of park space and trail systems are designated and developed to meet or exceed national standards.

POLICY F1: That the City establish a parks system based on systematic parks classifications, park size requirements and service area standards.

POLICY F2: That new developments pay their fair share of park land acquisition and development costs to ensure that these standards are met for such new development.

POLICY F3: That the City obtain lands in developed portions of the city where established park standards are not being met.

POLICY F4: That these lands be obtained in proactive ways, including land purchase through bond issues and land exchanges.

POLICY F5: That the City maintain high standards with respect to the maintenance and operation of existing parks.

POLICY F6: That the City encourage the joint development of park space in conjunction with school sites, under the Open Schools/Open Doors agreement.

POLICY F7: That the City encourage the development of parks that link with and take advantage of trail and pedestrian traffic plans.

OBJECTIVE G: To ensure that educational opportunities for the growing population and workforce in the newly developing areas of the city are developed.

POLICY G1: That the City cooperate with regional and private educational institutions to bring higher educational opportunities, and vocational and technical training, to the city.

ECONOMIC DIVERSITY

The driving force of the economy of Las Vegas is obviously gaming and tourism. These are vital economic sectors, which have created worldwide recognition for the city and have fostered the tremendous and unparalleled growth experienced by the city over the last two decades. While it is expected that these economic sectors will continue to dominate and drive the local economy in the future, it is essential to plan for the diversification of the economic base.

The City of Las Vegas should promote policies, which support the retention of small businesses and the development of local enterprises. The opportunities to support a growing local film industry and to encourage growth of high technology firms associated with the full range computer industry activities, such as software, internet providers and other support technologies, should be maximized.

GOAL: The economy of the City of Las Vegas, while continuing to be strongly based on the gaming and tourism industries, will broaden to include other business sectors that can take advantage of the locational, climatic and work force advantages offered by Las Vegas.

OBJECTIVE A: To improve the economic resource base within the City by diversifying the range of business opportunities.

- POLICY A1:** That the City assist in the development of a local film industry, facilitate locational film work and provide opportunities for support services to the film industry.
- POLICY A2:** That the City assist local high technology industries, in particular the emerging e-commerce companies, software applications businesses and medical technologies.
- POLICY A3:** That the City support telecommuting as a means of reducing work-to-home trips and work with those agencies responsible for upgrading electronic infrastructure, such as telephone and cable systems, to support this trend.
- POLICY A4:** That lands be made available for a high technology business park in the northwest sector of the city.
- POLICY A5:** That the City support the development of small business incubators, micro-revolving loan programs and other incentives.

- POLICY A6: That the greater Downtown, including West Las Vegas, be recognized as an area of special emphasis and priority with regard to economic development opportunities.
- POLICY A7: That the City continue to promote the UMC Medical District as an area for the development of health care services and related functions.
- POLICY A8: That the City enhance job training in anticipation of diversifying economic needs.
- POLICY A9: That the City continue to encourage and promote a business retention strategy with regard to the businesses which currently operate within the City of Las Vegas.

CULTURAL ENHANCEMENT

One of the hallmarks of any world-class city is the extent of its opportunities for cultural expression. If Las Vegas aspires to such a category, it will have to expand its cultural role.

GOAL: A full range of cultural enrichment opportunities is available to the citizens of Las Vegas.

OBJECTIVE A: To provide more cultural enrichment opportunities for the citizens of Las Vegas.

POLICY A1: That the City assist in the development of a performing arts center.

POLICY A2: That the City work with private interests and with other levels of government to develop museums.

POLICY A3: That existing programs which offer dance, ballet, symphony and other forms of artistic expression be encouraged to continue and to grow.

POLICY A4: That the City actively work with private and public interests to develop additional venues suitable for artistic expressions.

POLICY A5: That the City support the placement of, and establish a policy to set aside funds for, art in public places.

OBJECTIVE B: To promote cultural awareness and pride within the city.

POLICY B1: That the City assist with efforts to publicize artistic and cultural activities and events within the city.

OBJECTIVE C: To support and encourage the creativity and innovation of our citizens.

POLICY C1: That the City support and assist in the development of new programs which provide incentives for the development and expansion of arts and cultural activities, particularly those which demonstrate an identifiable local context.

FISCAL MANAGEMENT

It is critically important that the expenditure of public funds on local infrastructure improvements and public buildings and facilities be closely coordinated with the scheduling of planned growth throughout the city. There is a need for the City to formulate mechanisms for its departments to coordinate the capital improvements and operating and maintenance expenditures within their individual budgets with the overall long range planning as contained in the Master Plan.

GOAL: The City of Las Vegas will link capital improvement programming and maintenance and operations programming with long range planning.

OBJECTIVE A: To ensure that capital and operating expenditures are planned and scheduled in accordance with long range planning commitments.

POLICY A1: That the City monitor and coordinate capital improvement and operating/maintenance expenditures with long range planning.

POLICY A2: That additions of expenditure items to the annual budget be approved only with the deletion of items of corresponding value from the list of prioritized expenditures.

POLICY A3: That the City establish a policy to set aside funds for public art and architecture.

POLICY A4: That the City repair and maintain its infrastructure in older areas.

REGIONAL COORDINATION

Given the geography of the Las Vegas Valley and the physical interrelationships of the various municipal and regulatory entities within the area, it is of paramount importance that these entities work together to resolve certain issues that are regional in nature. In particular, concerns with air and water quality, education, transportation and transit issues, parks and trails, affordable housing, homeless issues, and concerns with public safety need to be addressed in a comprehensive fashion. This work should also provide a valuable basis for the work that will be done by the Southern Nevada Regional Planning Coalition in the preparation of a regional plan for the Las Vegas Valley.

GOAL: Issues of regional significance, requiring the City of Las Vegas to coordinate with other government entities and agencies within the Valley, will be addressed in a timely fashion.

OBJECTIVE A: To ensure that the natural resources of the City, particularly those that directly support an enhanced quality of life for its residents, are protected.

POLICY A1: That air quality throughout the City be improved through the reduction of carbon monoxide from automotive emissions and through the reduction of dust particulates.

POLICY A2: That the amount of airborne particulate matter caused by land clearing and construction be reduced through adequate dust containment practices, and in areas of new construction, by reducing the amount of land on which the native overburden has been disturbed or removed to that immediately required for development.

POLICY A3: That the City work with the Las Vegas Valley Water District to ensure that the quality of the city's drinking water remains high, while maintaining an adequate water supply at reasonable cost.

POLICY A4: That the City support initiatives for the recycling of gray water for non-potable uses and support efforts to maximize water reclamation and aquifer recharge efforts by both the public and private sectors, where such efforts are not likely to result in excessively high groundwater tables.

POLICY A5: That the City take the necessary steps to monitor and evaluate the quality of stormwater discharge, and ensure measures are taken to improve the quality where appropriate.

POLICY A6: That the City coordinate with utility companies and other involved agencies to plan routes and locations for future utilities and to upgrade infrastructure in older areas.

POLICY A7: That land within such rural preservation neighborhoods located within portions of Clark County located north of Cheyenne Avenue and west of Decatur Boulevard be annexed to the City of Las Vegas in order to provide them with urban municipal services. Any additional tax costs that would be borne by these property owners as a result of such annexation would be phased into effect over several years.

POLICY A8: That the City encourage water conservation.

OBJECTIVE B: To ensure that arroyos, washes and watercourses throughout the City are integrated with urban development in a manner that protects the integrity of the watershed and minimizes erosion.

POLICY B1: That the City work with the Clark County Regional Flood Control District and the local development industry to integrate natural stream channels and drainage courses into urban development in as natural a state as possible.

POLICY B2: That these areas in their natural state represent visual and possibly recreational amenities for adjacent neighborhoods. For this reason, that such areas not be rechanneled or replaced with concrete structures except where required for bank stability or public safety.

POLICY B3: That the areas along the edges of natural drainage courses be utilized as areas for public trails and walkways, with landscaping and other features which enhance the appearance of these areas.

POLICY B4: That the City ensure that development is designed to include measures to mitigate the impact of periodic flooding on those structures.

OBJECTIVE C: To ensure that public safety problems are fully and adequately identified and that long term solutions are identified and implemented by the respective local government departments and agencies vested with those responsibilities.

POLICY C1: That the Las Vegas Metropolitan Police Department uphold its mandate in cooperation with the government of Clark County and the City.

POLICY C2: That the City continue to provide efficient and cost effective services and facilities for fire prevention, fire suppression, hazardous material control and emergency medical care for the City of Las Vegas and assist Clark County as deemed appropriate in the provision of these services for County islands and County areas north of Cheyenne Avenue and west of Decatur Boulevard.

POLICY C3: That the City participate with local governments within the Las Vegas Valley, and with other levels of government, to research, monitor and assess the effect on public safety and property that may arise from geologic haz-

ards such as seismic activity, from land subsidence and related groundwater practices, and from poor soil conditions such as collapsible and expansive soils.

POLICY C4: That the City establish and enforce minimum acceptable levels for noise within residential and public areas in conjunction with state and local agencies.

POLICY C5: That the City work with the Clark County Regional Transportation Commission, the Nevada Department of Transportation and local governments in the Las Vegas Valley to ensure that the roadway network is planned and developed to meet the needs of the anticipated population growth in the Valley, and provides for multi-modal transportation opportunities.

POLICY C6: That the City, in conjunction with the Clark County Regional Transportation Commission and local governments in the Las Vegas Valley, work to achieve a shift towards greater reliance on mass transit for home-to-work trips and to make transit usage a more attractive daily travel alternative. In particular, that the affected parties pursue options for a fixed guideway system.

OBJECTIVE D: To identify, protect and preserve archeological resources and areas with unique or sensitive geologic features that exist within the city boundaries, and to integrate them with new urban development that extends into archeologically sensitive areas.

POLICY D1: That as new development occurs on the urban fringe, particularly in areas with natural rock outcroppings, an inventory be made of any archeological resources, such as petroglyphs, within the boundaries of the proposed development.

POLICY D2: That efforts be made to preserve any significant archeological resources that may be discovered. If possible, that such protection or preservation integrates the resource into the context of the community, such as in a park or open space.

POLICY D3: That the City protect and preserve desert flora and fauna to the extent practicable.

POLICY D4: That the City work with Clark County and environmental organizations to preserve desert habitat.

OBJECTIVE E: To ensure that educational opportunities are fully developed to meet the needs of the city's expanding population.

POLICY E1: That the City cooperate with the Clark County School District and other public and private institutions to provide technical, vocational and other appropriate education and training opportunities for local residents.

IMPLICATIONS

The land use policies contained within this Master Plan are intended to result in a pattern of growth which will make efficient use of resources and infrastructure, while providing for an exciting and vibrant urban fabric. The Master Plan calls for a redeveloped Downtown with a significant housing component capable of supporting an emerging retail and service commercial sector.

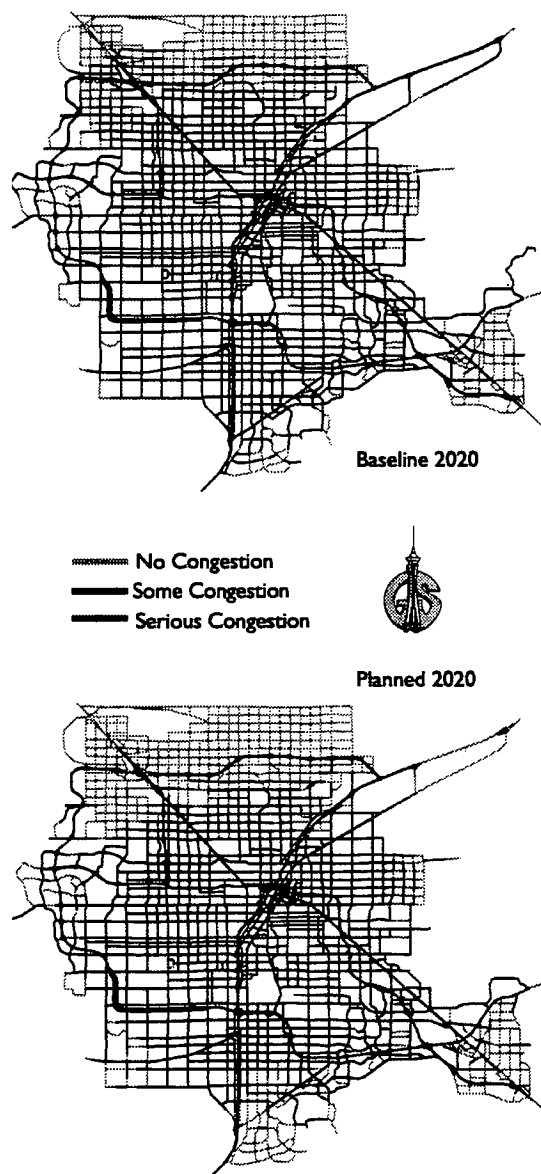
The Master Plan also foresees rejuvenated mature neighborhoods around the Downtown, with well-designed mixed-use projects replacing outmoded commercial centers. Finally, the Master Plan envisages new residential growth in the northwest part of the city, particularly around the Town Center area, with supporting employment nodes at intersections along the Beltway and in the Kyle Canyon area.

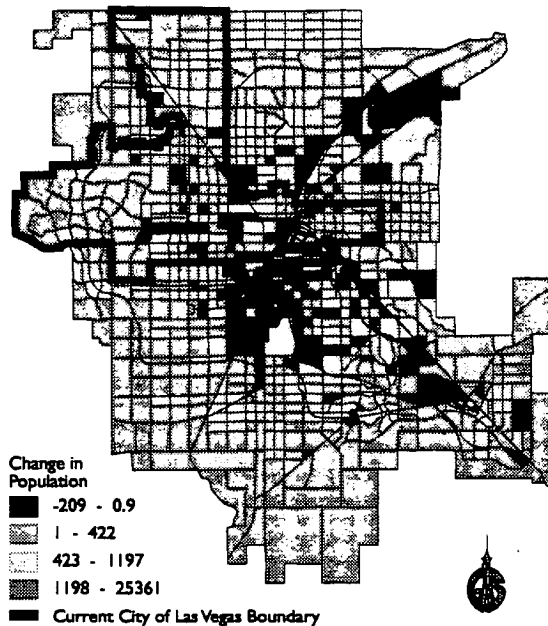
The obvious question to be answered is how these policies may affect the pattern of growth in Las Vegas when compared with the way in which growth is likely to occur without any policy intervention; that is, if current trends and policies remain in effect over the long term.

As part of the plan preparation exercise, transportation and land use analyses using GIS methods were conducted to determine the potential outcomes of successful policy implementation. One outcome of the transportation modeling which compared a baseline 2020 strategy with a Master Plan 2020 strategy (Map 12) was that congestion was significantly reduced within the city, despite the fact that the city absorbed a greater percentage of Valley-wide growth, in absolute terms, than it was under the baseline strategy.

This potential improvement can be attributed to the policy support for development of both housing and jobs within the Downtown core, and for the development of employment nodes along the Beltway and in the Northwest Sector. The implementation of these measures would have a significant impact on lengthy home-to-work trips that are generated by a suburban housing component traveling primarily to central valley locations for employment.

Map 12
Comparison of Baseline 2020 and
Master Plan 2020 Roadway
Volumes/Capacities

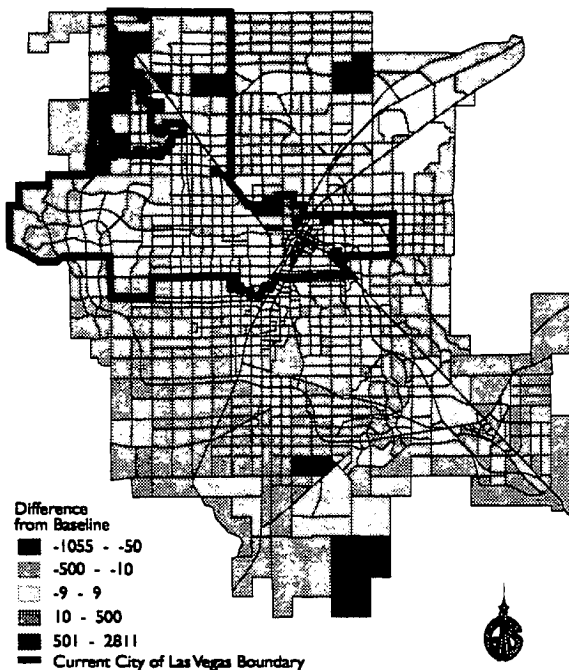


Map 13**Baseline Valley Population Growth - 2000 to 2020**

Map 13 shows population growth across the Valley, and how by 2020 substantial increases in growth are anticipated in peripheral areas of the Valley, with central city declines for Las Vegas. Map 14 illustrates the shift in future land use that could result from the successful implementation of composite strategies in the Master Plan. The map shows the *difference* between total population projected in 2020 without policy intervention and total population in 2020 with successful policy implementation. For example, the areas that show negative values represent a decrease in the total share of population growth; they will continue to grow, only at a slower rate as a result of new planning policies.

The economic, social and environmental benefits of such a paradigm shift in local development trends cannot be understated. The shift from a declining, underutilized Downtown to a Downtown which could support more housing and more employment, would lead to shorter home-to-work trips and major health benefits for local residents.

The city's tax base would improve from retaining jobs within the city, instead of allowing those jobs to migrate southward into the county. The redevelopment and strengthening of areas which already have existing infrastructure and services available is certainly more efficient than only developing new areas, where the costs of extending infrastructure systems must be, in part, borne by tax revenue generated in the older areas of the city.

Map 14**Comparison of Baseline 2020 and Master Plan 2020 Population Projections**

The decision to refocus at least some of the development priorities of the city to the Downtown and older city areas will pay big dividends in the long term, as reinvestment in the city's core will help to revitalize the city financially, as well as from social and planning perspectives.

LAND USE CLASSIFICATIONS

Phase I of the Las Vegas 2020 Master Plan does not call for any basic parcel-specific land use changes and will continue the land use categories as contained in the 1992 General Plan. Phase II of the Master Plan revision process will include a reassessment of the type of land use categories applied through the Master Plan. This is discussed in detail in the next chapter of the Plan.

The 1992 General Plan contains fourteen land use classifications, which were used to regulate the type of land use activities divided according to density or intensity of use. These classifications are as follows:

DESERT RURAL DENSITY RESIDENTIAL (DR)

(2 du/gross acre). The Desert Rural Density Residential category allows a maximum of 2 dwelling units per gross acre. The predominant residential lifestyle is single family homes on large lots, many including equestrian facilities. This is a generally rural environment that permits greater privacy and some non-commercial raising of domestic animals. It is expected that in the Desert Rural Density Residential category there generally would be no need for common facilities such as recreation, with the exception of maintaining an existing water system. (The primary application of this category is in the Northwest Sector.)

RURAL DENSITY RESIDENTIAL (R)

(3.5 du/gross acre). The Rural Density Residential category allows a maximum of 3.5 dwelling units per gross acre. This is a rural or semi-rural environment with a lifestyle much like that of the Desert Rural, but with a smaller allowable lot size. (The primary application of this category is in portions of the Northwest Sector, and in the northeast and southeast portions of the Southwest Sector.)

LOW DENSITY RESIDENTIAL (L)

(5.5 du/gross acre). The Low Density Residential category allows a maximum of 5.5 dwelling units per gross acre. This category permits single family detached homes, mobile homes on individual lots, gardening, home occupations, and family child care facilities. Local supporting uses such as parks, other recreation facilities, schools and churches are allowed in this category. (The primary application of this category is in the Southwest and Southeast Sectors.)

MEDIUM LOW DENSITY RESIDENTIAL (ML)

(11 du/gross acre). The Medium Low Density Residential category permits a maximum of 11 dwelling units per gross acre. This density range permits: single family detached homes, including compact lots and zero lot lines; mobile home parks and two-family dwellings. Local supporting uses such as parks, other recreation facilities, schools and churches are allowed in this category. (The Medium Low Density category is found in all sectors, but predominates in the Southwest Sector, and in the Southeast Sector as infill.)

MEDIUM DENSITY RESIDENTIAL (M)

(20 du/gross acre). The Medium Density Residential category permits a maximum of 20 dwelling units per gross acre. This category includes a variety of multi-family units such as plexes, townhouses, and low density apartments. (The Medium Density category is found in all sectors, but predominates in the Southwest and Southeast Sectors, with a large concentration along the "west leg" of the Oran K. Gragson Highway [US 95].)

HIGH DENSITY RESIDENTIAL (H)

(83 du/gross acre). The High Density Residential category permits a maximum of 83 dwelling units per gross acre, with the exception of high rise apartments, which has no specific limit. (The High Density category is generally found as low rise apartments in the "Downtown Area" and other areas of relatively intensive urban development in the Southeast Sector.)

OFFICE (O)

The Office category provides for small lot office conversions as a transition, along primary and secondary streets, from residential and commercial uses, and for large planned office areas. Permitted uses include business, professional and financial offices as well as offices for individuals, civic, social, fraternal and other non-profit organizations.

SERVICE COMMERCIAL (SC)

The Service Commercial category allows low to medium intensity retail, office or other commercial uses that serve primarily local area patrons, and that do not include more intense general commercial characteristics. Examples include neighborhood shopping centers and areas, theaters, bowling alleys and other places of public assembly and public and semi-public uses. This category also includes offices either singly or grouped as office centers with professional and business services.

GENERAL COMMERCIAL (GC)

General Commercial allows retail, service, wholesale office and other general business uses of a more intense commercial character. These uses commonly include outdoor storage or display of products or parts, noise, lighting or other characteristics not generally considered compatible with adjoining residential areas without significant transition. Examples include new and used car sales, recreational vehicle and boat sales, car body and engine repair shops, mortuaries, and other highway uses such as hotels, motels, apartment hotels and similar uses. The General Commercial category allows Service Commercial uses.

TOURIST COMMERCIAL (TC)

Tourist Commercial allows entertainment and visitor-oriented uses such as hotels, motels and casinos in addition to offices, light commercial resort complexes, recreation facilities, restaurants and recreational vehicle parks.

LIGHT INDUSTRY/RESEARCH (LI/R)

This Light Industry/Research category allows areas appropriate for clean, low-intensity (non-polluting and non-nuisance) industrial uses, including light manufacturing, assembling and processing, warehousing and distribution, and research, development and testing laboratories. Typical supporting and ancillary general uses are also allowed.

PARKS/RECREATION/OPEN SPACE (P)

This category allows large public parks and recreation areas such as public and private golf courses, trails and easements, drainage ways and detention basins, and any other large areas of permanent open land.

SCHOOLS (S)

This category allows public and private elementary, junior and senior high schools, but not commercial or business schools.

PUBLIC FACILITIES (PF)

This category allows large governmental building sites and complexes, police and fire facilities, non-commercial hospitals and rehabilitation sites, sewage treatment and storm water control facilities, and other uses considered public or semi-public such as libraries and public utility facilities.

VERLAYS

In addition to the policy direction provided through the land use classifications, there is a need to be able to identify areas of the city where special land use policies and principles apply. Examples of such policies include the state requirement to apply rural preservation standards for certain areas, and those policies which direct growth within urban hubs. The method of adding these policy directions in addition to the basic requirements of the land use classification, is through the use of overlays.

The overlays used in the Las Vegas 2020 Master Plan area as follows:

RURAL PRESERVATION NEIGHBORHOODS

Rural preservation areas (RPNs) are lands identified through state statute, in which lands which:

- Contain ten or more contiguous lots within 330 feet of each other; and
- Are located more than 330 feet from a primary road; and
- Are developed at an average gross density of up to two units per acre.

State statute requires that a buffer area of 330 feet be established around identified RPNs, in which a transition of density between the RPN and the adjacent urban land uses must be established.

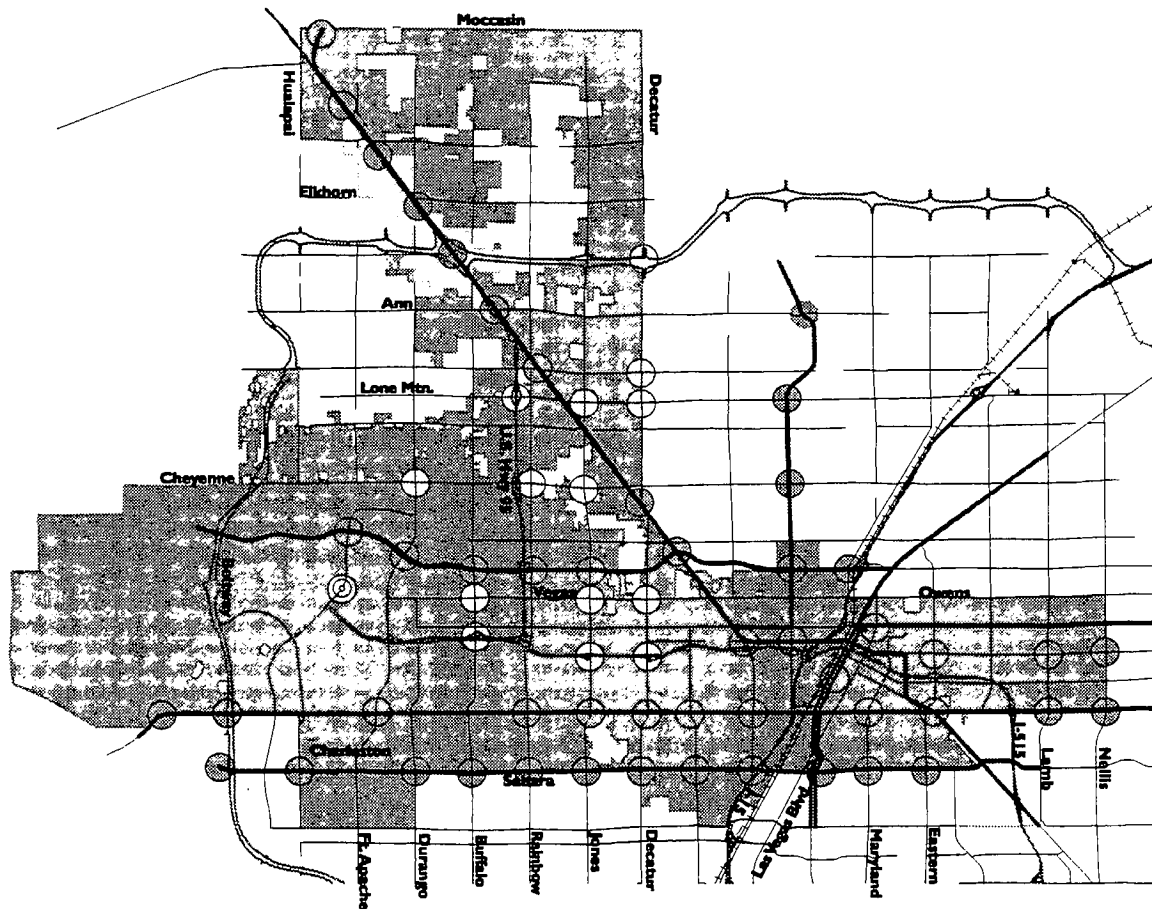
RPNs should be considered as an overlay that affects the range of activities allowed by the underlying land use classification.

MIXED USE URBAN HUBS

Urban hubs are areas which contain an enhanced level of activity, characterized by a mix of commercial and residential uses, preferably within mixed-use structures, generally at the intersection of primary roads. These urban hubs are identified through an overlay on the land use map, which identifies these areas as having special requirements or restrictions in conjunction with the underlying land use classification (Map 15).

Map 15

Urban Hubs and Transit Routes



-  City of Las Vegas
-  Redevelopment Plan Area
-  Town Center
-  Potential Future Transit-Oriented Development
-  Potential Future Mixed-Use Urban Hubs
-  Future Primary Transit Routes



Within urban hubs, auto-oriented businesses are discouraged, and the location and design of buildings should stress the placement of the building near the street to form unique, walkable environments, with parking areas placed in the interior portions of the site. The design should also encourage and facilitate pedestrian activity through the urban hub area, using the integration of upper level housing over commercial, and connection to adjacent residential areas.

A major function of urban hubs relates to development along fixed guideway routes and other major transit corridors. These urban hubs are focal points for transit-oriented development.

Transit-oriented development (TOD) is walkable, mixed-use development which occurs within a 1/4 mile radius of station locations along the proposed fixed guideway system. The concept is applied as an overlay for the area affected by the initial guideway system route and stresses housing, service commercial, and office activities, preferably in a mixed-use context, within the overlay area.

Additional TOD areas would come on-line in conjunction with the phasing of extensions to the base system. These future phases include extension to the Strip, to McCarran Airport, to the Northwest, and westward along selected primary roads.

GOLF COURSES

This overlay indicates that the predominant form of development is public or private golf courses. Driving ranges, clubhouses and related facilities are included in this classification. The intent is to identify golf courses separately from public open space, where people may have access without cost, or at nominal cost.

IMPLEMENTATION METHODOLOGY

The implementation of the Las Vegas 2020 Master Plan should occur through the development and completion of a number of subsequent initiatives. This capstone document is to act as a broad set of overarching policies and is intended to have direct linkages with, and provide direction to, these subsequent initiatives. These other initiatives are listed below.

REVISIONS TO LAND USE CLASSIFICATIONS AND LONG- TERM DESIGNATIONS

Preparation and approval of this "capstone" policy document represents the completion of Phase I of the Las Vegas 2020 Master Plan process. Phase II contains a number of initiatives, one of which is an examination of the current land use classification system and the land use map. The current approach is too highly detailed in some cases but not detailed enough in other cases.

A different approach may be to replace some of these classifications. Amendments to parcel-specific land use designations will be proposed in accordance with these changes and pursuant to the adoption of the goals, objectives and policies in this Plan.

ADJUSTMENTS TO ZONING AND SUBDIVISION ORDINANCES

The City's Zoning and Subdivision Ordinances act as the tools which implement the broad policy sets contained in the Master Plan. It is logical to assume that the need may arise to amend these tools to adequately and accurately reflect the policy direction of the Master Plan. This may include the creation or modification of zones or the alteration of minimum standards regulations within the Zoning Ordinance. The Subdivision Ordinance has been recently updated; however, it may be necessary to modify provisions within the ordinance over the life of the Master Plan.

COMPLETION OF MASTER PLAN ELEMENTS

There are a number of specific elements which will be prepared in order to fully address issues which are listed in the state statutes, and which are the subject of policy references in the capstone portion of the Master Plan. A number of these elements were under preparation simultaneously with the Master Plan capstone document, including a Parks Element, a Trails Element, a Public Safety Element and a Housing Element.

A number of other areas should be addressed within separate elements, in order to implement the broad policy direction within the Master Plan. These future elements could include a Conservation Element, a Historic Properties Preservation Element, and a Transit and Transportation Element. An update should also be considered for the Master Plan if Streets and Highways.

COMPLETION OF SPECIAL AREA LAND USE PLANS

There are precincts within the city which may require the development of special land use plans in order to address issues that are unique to a limited geographical area. In these cases, the general policy framework of the Master Plan is insufficient to provide the detailed policy set necessary to respond to such issues.

Currently, there are special area plans for the Downtown, in the form of the Downtown Las Vegas 2005 Plan. A Downtown Neighborhood Plan is also under preparation as a neighborhood-driven initiative by the Downtown Central Development Committee (DCDC). There is also work underway on revisions to the West Las Vegas Plan. Already in place is a special area plan for the UMC Medical District.

Additionally, a number of newly developing areas of the city, such as Summerlin, Peccole Ranch, the Lone Mountain area, and other areas are subject to special master plans or development agreements as planned communities. Special area plans may be needed to provide special policy direction for both redeveloping areas within the central portion of the city or in newly developing areas on the urban fringe.

APPOINTMENT OF CAPITAL IMPROVEMENT PLANNING COORDINATOR

One of the principal findings of the Master Plan is the need to link capital improvement programming and operating and maintenance budgets with long range planning as contained in the Master Plan. This is required to efficiently coordinate the planning and construction of infrastructure and the development of services in anticipation of new development, or in the future, of urban redevelopment.

To this end, the Master Plan suggests the need to have staff in place to provide a dedicated link between the Master Plan and the City departments and relevant agencies vested with developing this infrastructure and with providing these services.

It is appropriate that this staff coordinator be located in the Planning and Development Department, due to its role in long-range planning, or in the Finance Department, due to its role in the annual budgetary process.

LAS VEGAS 2020 MASTER PLAN ACKNOWLEDGEMENTS

Mayor - Oscar Goodman

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Lawrence Weekly

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Bruce Turner, Clark County Regional Transportation Commission
Mindy Unger-Wadkins, Nevada Power
John Zelling, Nevada Power

The assistance and cooperation of the following is gratefully acknowledged:

Scott Albright	Dr. Eric Heikkila	David Riggelman
Karen Allsteadt	Rasmus Hansen	Sean Robertson
Bart Anderson	Linda Hartman-Maynard	Mark Rosenberg
Bert Anzai	Darcy Hayes	Meli Roybal
Bill Arent	Mike Houghen	Bonnie Saivers
Susan Barton	Mike Howe	Don Schmeiser
Stephanie Boixo	Yorgo Kagafas	Rick Schroder
Caliper Corporation	Christopher Knight	Cynthia Sell
Serafin Calvo	Dave Kuiper	Phil Shinbein
Maria Castillo-Couch	Joanne Lentino	Addah Moritz Smith
Rich Clark	LooneyRicksKiss, Inc.	Erin Sullivan

Community Planning
and Research
Steve Copenhaver
Alma Estrada
E-valuations
Randy Fultz
Bob Genzer
GIS/Trans Ltd.
Leah Griffith
Chris Glore

Anthony Longo
Mike Martina
Helen Moore
Thomas Moore
Jorge Morteo
Guy Nason
David Oka
David Petrovich
Roy Ramirez
Andy Reed
Ellis Rice

Faye Trend
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Carrie White
O.C. White
Brian Willett
Anthony Willis

Charleston Heights Arts Center
Rafael Rivera Community Center
Stupak Center
West Las Vegas Arts Center
Staff of Leisure Services

LAS VEGAS 2020

MASTER PLAN

Diversity To multiculturalism	VISION	SMART growth
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appendix

appendix A

appendix B

appendix C



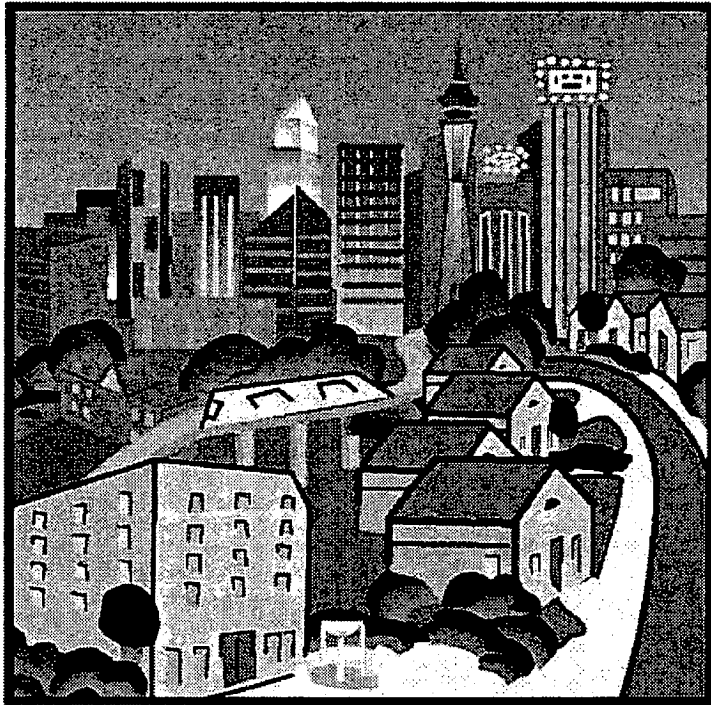
LAS VEGAS 2020

MASTER PLAN

Diversity
To
multiculturalism

VISION

SMART
growth



appendix

appendix A



March 17, 2000

MEMO

TO: Tambri Heyden

FROM: James Constantine

**RE: Las Vegas Community Vision Survey
Summary Analysis of Research Results**

I. EXECUTIVE SUMMARY

In order to determine citizen preference regarding the City of Las Vegas' 20 year Master Plan, an interactive Community Vision Survey was hosted on the Internet from January 21, 2000 - March 10, 2000. The survey consisted of questions and visuals about development and growth in Las Vegas including downtown redevelopment, walkable neighborhoods, neighborhood revitalization, transition/buffers, the commercial corridor and transit. 764 people took the survey. This overall sample was then filtered to exclude those who live or work out of state. The remaining data sample from 518 respondents was then analyzed to determine preferences related to the categories mentioned above.

CORE VALUES, essential themes that ran throughout the survey, included:

- Safe, walkable streets were strongly preferred throughout the survey.
- A desire for safe environments that accommodate both pedestrians and automobiles - - appropriate separation between people and autos was expressed consistently.
- A consistent preference throughout the survey was expressed for commercial, mixed-use and multi-family buildings two to four stories in height.
- Many respondents showed a preference for buildings with Southwestern character, including design elements such as stucco, desert-tone earth colors and a variety of recesses that create shadows and shade.
- The desire for green space and open space was a need expressed throughout the survey.
- The desire to see the city improve, including an open-minded attitude toward downtown living and redevelopment, emerged as a core value among respondents.
- Economic diversity was identified as important to the future of Las Vegas by over three quarters of respondents.

KEY RECOMMENDATIONS that were made as a result of these findings were:

- p Focus revitalization efforts on enhancing safety, employment, shopping, arts/cultural activities and housing opportunities in the Downtown area.
- Develop "pedestrian-friendly" design standards for all functional street classifications, including sidewalks, planting strips, street trees and pedestrian amenities such as street furniture.
- Reduce the undesirable characteristics of auto-oriented development patterns and streetscapes.
- In order to "shape" future development more appropriately, develop site, architectural and landscape design standards that reflect the preferred vision of the community.
- p Use open spaces, activity generators such as shops and services, and transit routes to help shape and structure and restructure development patterns.

II. DEMOGRAPHICS (The following screens correspond to screen pages 22-23, 42-46)

- p The majority of those who took the survey appeared to be committed citizens - - long-term residents and voters who plan to stay in Las Vegas for many years.
- 72.5% of respondents voted in the last election.
- 61% have lived in Las Vegas for 5 years or more including 41% of those surveyed who have lived there 10 years or more.
- Reasons most frequently given for coming to Las Vegas included employment (25%), climate (15.5%), cost of living (12%) and family/friends (12%).
- A large number of respondents (63%) indicated that they plan to stay in Las Vegas for 15 years or longer.
- 53% of those surveyed were Las Vegas homeowners. Fifteen percent were renters in Las Vegas. Thirteen percent work in the City but live elsewhere. Six percent were property owners in Las Vegas. Four percent were business owners.
- The majority of those taking the survey were professional employees.
- The majority of those surveyed (63%) earned \$50,000 or more and 10% of those surveyed earned less than \$24,999.
- Over half of those surveyed had a college or graduate degree.
- The majority of those responding to the survey were either empty-nesters (32%) or couples with one or more children living at home (32%).
- However, most respondents (58.5%) had no children living at home.
- The majority of respondents were 25 - 54 years old (69%).
- 55.5% of respondents were male. 44.5% were female.
- 4% of respondents took the Spanish version of the survey.

SPECIFIC FINDINGS BY SECTION OF SURVEY

DOWNTOWN RE-DEVELOPMENT (The following text corresponds to screen pages 4-21)

- 57% of those surveyed would consider living downtown.
- Increased *employment opportunities, retail shopping, arts and cultural activities* were all identified as the key changes that would draw people downtown.
- *Safety* was the overall highest concern for potential downtown residents. Other issues most frequently mentioned as also influencing a decision to move downtown were *architectural character, affordability and cultural opportunities*
- Respondents showed a desire for mixed-use buildings of two to four stories with ground level storefronts. The reason most often cited for selecting a preferred mixed-use building was *architectural character*, followed by *height and size of building* and *storefronts with residences above*. Also influential were the *color* and *historic character* of a building. (IMAGES: DRMBC, DRMBB, DRMBD, DRHA)
- Tall buildings with a base of two to four stories at the sidewalk were acceptable. Such buildings were most popular when they included a well-articulated base and upper floor massing that is broken up and/or stepped back by modulation and recessing. (IMAGES: DRHB, DRSD)
- Reasons most often given for liking downtown multi-family buildings included *architectural character, height and size of building, and storefronts with residences above*.
- The open space image showing an oasis-type scene with water snaking through a shady canopy of trees proved the most popular here. (IMAGE: DROSA)
- Open space in an urban square setting was the second preferred choice. (IMAGE: DROSD)
- The reasons most often given for liking a favorite open space included *water feature, pedestrian areas, trees, landscaping, paved ground surfaces* and *separation of pedestrians from traffic*.
- When offered the opportunity, respondents chose to transform Third Street to include an upgraded sidewalk, street trees, pedestrian amenities, an urban plaza fronted by mixed-use buildings and an outdoor café. (IMAGE: LVIII)
- Only 3% of respondents preferred the existing conditions on Third Street in the visual simulation screen. (IMAGE: LV000)

Comments on Employment, Shopping and Cultural Opportunities:

"The City should rethink the focus of downtown and target the 25-44 year old age bracket. Make downtown a funky place that contains decent, unique places to live, work and play. Target the 'Hard Rock Hotel' crowd who appear to have money to spend and want to do it in a unique, urban environment. Downtown casinos really can't compete with the strip, so why bother trying? Be careful not to sanitize the downtown to the point where it just becomes an outdoor suburban shopping mall. Some grit is OK, it adds character and color."

"I would like to see more Cultural/Arts centers or shops in the downtown area. I would also like to see open area with lots of trees, so such family could have fun activities to do with their kids."

"Parks, art, music. Not everyone who lives here gambles."

Comments on Safety:

"I think that the city of Las Vegas really just needs to improve the safety of downtown. That is the reason why I don't go there is because I don't feel safe and the parking is horrible."

"One of the biggest problems I see as a downtown business owner is the proliferation of the drug culture."

"We need to reduce the homeless population. We need to rehabilitate these people so that they don't walk around begging for money. I don't feel safe walking around at night in many places and neither does my wife. We need to take care of our people, we are not another LA, or at least I hope not. Get crime down and people will come."

Comments on Architectural Character:

"I think Las Vegas is somewhat generic looking in a lot of places. There is a need for greater diversity and character. Everything looks, frankly, cheap, as if it were thrown up for purely utilitarian purposes."

"Las Vegas has a 'flavor' that has drawn many different people to it. The 'flavor' shouldn't be lost in trying to make the transition to 2020. We are still a desert community. I hope the Plan keeps that in mind."

"The new Clark County building captures the unique beauty of the southwest and should be duplicated."

Comments on Mixed Use/Building Form:

"You must be serious about mixed use, affordable housing downtown if you want to attract a younger professional demographic. Provide retail with nice, affordable housing mixed with more upscale condos, all within walking distance."

"I love the feel, look and prestige of cities like, New York, Chicago, Miami's South Beach Art Deco District and Detroit. Tall buildings in 1900-1940 architecture. 10-30 story towers that house apartments and lofts for artists, students, and singles with many having storefronts. (Detroit)"

"High Rise apts. for downtown, sidewalk cafes, shops, etc. would follow other cities as examples - Denver, Boston and San Francisco. Utilize older buildings with shops on bottom, lofts, etc. other floors. Builders in other cities have to set aside a part of every project for parks, etc. The builders here squeeze every inch in ugly cookie cutter houses, dull colors. And then move on, more control has to be taken or the city will be color less. Without character of its own which it deserves and its residents also."

"I'd like to see the city of Las Vegas grow but in an orderly fashion, such as revitalize the downtown sector, open shops, sidewalk cafes, etc. I plan to move there in about 9 months."

Comments on Open Space:

"With explosive growth may come congestion - - maintain parks and open areas reminiscent of "The West" whenever possible I don't want Las Vegas to become another LA no matter how many Californians move here!"

"More desert landscaping please."

Downtown Revitalization Recommendations:

- Work with other City agencies to encourage development of employment, retail shopping, arts and cultural activities in the Downtown area.
- Encourage innovative new programs such as the Portland Ambassador Program to reduce the presence and perception of crime. (i.e. increased police presence, strategies for dealing with the homeless/transient problem.)
- Develop "pedestrian-friendly" design standards for all downtown street classifications, including on-street parking, sidewalks, planting strips, street trees, decorative lamp posts, canopies, awnings, and pedestrian amenities such as street furniture.
- Develop site, architectural and landscape design standards for commercial and multi-family development that reflect the preferred vision of the community: generally two to four stories at street front with higher stories set back where provided.
- Provide density bonuses and stream-lined approvals to encourage mixed-use redevelopment of commercial strips and multi-family areas.
- Retrofit commercial corridors to add a mix of uses and pedestrian-friendly areas that are generally lacking in such locations.
- Encourage retail on the ground floor of buildings and sidewalk cafes to create pedestrian-friendly streets.
- Ensure that higher densities are accompanied by high quality landscaping, open spaces and mass transit linkages.

- Break-up the “box-like” massing used for some buildings in Las Vegas by providing an articulated base along the street, facades with elements that project or recess, and awnings/canopies, all of which create a higher degree of shading and shadows on the building surface itself.
- Encourage articulated building entrances.
- Encourage oasis-like open spaces and water features where appropriate.

WALKABLE NEIGHBORHOODS (The following text corresponds to screen pages 34 -39)

- A tree-lined residential streetscape that is the epitome of a walkable neighborhood was the highest scoring image in the survey. This popular neighborhood streetscape had a well-defined sidewalk separated from the street by a planting strip with street trees, a variety of house forms, with a consistency of front porches and no prominent visible driveways or garages. (IMAGE: WNSSD)
- The most preferred single family image was a home with a porch, set back from the street and with a recessed garage. (IMAGE: WNHD) In fact, the other single family home that was second most preferred had a front porch and no visible garage (IMGES: WNHA, WNHD)
- Reasons most often given for liking preferred homes included *no visible front garages, location of sidewalk, encourage walking, and front porch/patio.*
- In terms of multi-family housing, by far most popular image was one with a small, semi-public front yard clearly defined by a well-detailed fence. The most popular multi-family units also had a single family house appearance with a private front door entrance. These homes also fronted onto a streetscape with a prominent sidewalk. (IMAGE: WNHB)
- The second most popular multi-family image included buildings with single-family massing and appearance with clear delineation between the homes and street. (IMAGE: WNMHD)
- The most popular commercial images in a walkable neighborhood were those that were pedestrian-friendly, not auto-oriented. These preferred commercial images were the opposite of the “strip” commercial images that proved the least popular. Instead, the individual character of preferred storefronts created a welcoming impression by close connection to the sidewalk, use of porches, etc. (IMAGE: WNNCA, WNNCD)
- *Parks, a commercial center with shops, a stand alone restaurant and public transportation to work* were the shops/services people most wanted within a ten minute walk of their home.
- Both residential and commercial images that gave precedence to cars over people proved extremely unpopular. (IMAGES: WNMHC, WNNCB)

Comments on Walkable Neighborhoods:

"The housing tracks are not a good environment to raise children. Already it has caused many social problems for parents. There is little for the children to do except "hang out in the street" and ride their bicycles in front of cars or in a vacant lot if there is one. There are no yards to most of these homes and the lack of space between homes causes our neighbor's problems to be yours (i.e. unsupervised children, parents both work. The only choice these children have left is get into trouble, drugs, vandalism, etc. ")

"I would love to see more trees, lawns used in the residential areas."

"Be careful of generic stores, styles of architecture. In order to diversify, you must give the city an individual feel not blocks of stucco and Spanish tile roofs."

"Please incorporate family parks while design is in progress. Our family was never in 29 years able to enjoy a park within walking distance of home and still do not have one we can enjoy."

Walkable Neighborhood Recommendations:

- Create active streetscapes by using homes and front porches at setbacks that enclose sidewalks to enable contact with passersby and foster neighborliness and sense of safety via informal social contact.
- Develop "pedestrian-friendly" design standards for all neighborhood street classifications that clearly define pedestrian and vehicular realms by separating sidewalks from streets with planting strips and street trees.
- Create additional or improve existing pedestrian and bicycle connections between new and existing neighborhoods.
- Employ techniques of traffic management and calming to reduce vehicular speeds on neighborhood streets.
- Reduce the visual dominance of driveways and garages through setback and other design requirements that limit front yard parking.
- Emphasize green space/landscaping in neighborhoods by encouraging better front yard landscaping between homes and the sidewalk and such features as tree-lined streets, small parks and jogging trails.
- Organize neighborhoods around greens or common open spaces.
- Provide centrally located common open space and small retail services as focal points for residential neighborhoods.
- Develop site, architectural and landscape design standards for commercial and multi-family development that reflect the preferred vision of the community.

NEIGHBORHOOD REVITALIZATION (The following text corresponds to screen pages 24 - 27.)

- Active, vital pedestrian-oriented storefronts along the sidewalk with non-visible parking lots were preferred as retail focal points for neighborhood revitalization efforts. (IMAGES: NRRB, NRRC)
- Both a multi-family apartment building and an office building with Southwestern character of stucco and in desert-tone earth colors emerged as most popular images in their categories. (IMAGES: NRHA, NROB)
- Images of "generic-type" strip commercial development with parking located between the building and street were extremely unpopular.

Comments on Neighborhood Revitalization

"Please make our streets more "pedestrian friendly" and attractive by separating sidewalks from streets with landscaped areas. More parks and open areas are also needed."

"Considering the unattractive state of the city and its visual as well as functional unfriendliness to residents, I am happy to hear that alternatives are being considered. It seems as though the city has been developed with the profit margins of developers in mind, rather than the well being of residents. I am tired of seeing the same Walgreen's (or whatever other corporate commercial enterprise one can name) on every other corner of every street that looks as uninteresting as in any other suburban area of our nation. And it would be nice to be able to walk down the street without running into a telephone pole. This city has been designed for cars and not people. Thank you for making the effort to fix the awful damage that has been done the past two decades."

"Slow up the heavy development of outer fringes of town; create a user-friendly community; add to alternative modes of transportation, more park and rides and improve traffic flow."

Neighborhood Revitalization Recommendations:

- Encourage retail stores to be located along an active "pedestrian-friendly" sidewalk and relegate parking to less visible locations.
- Require high quality landscaping between multi-family and office buildings and the street/sidewalk.
- Encourage neighborhood streetscapes with short front yard setbacks, street trees, canopies and awnings, all of which combine to provide shade for pedestrians on the adjacent sidewalk.
- Discourage "generic-type" strip commercial development that does not reflect the community's vision.

TRANSITION/BUFFERS (The following text corresponds to screen pages 28 - 30.)

Over 68% of respondents prefer buffering to be achieved via landscaping or open space.

- Less than a quarter of respondents preferred walls as the means of buffering.
- Approximately three quarters of respondents prefer single family homes to be buffered from apartment and/or single story commercial office buildings.
- More than half of respondents feel that single family homes should be buffered from apartments or commercial by townhouses, duplexes or single story offices.

Comments on transition and buffers

"Revitalize the older areas of town; stop allowing the development of neighborhoods which put up concrete block walls around their perimeters thereby contributing to a hideous "canyon" effect in many neighborhoods(Ann Rd. from Jones to Decatur are a good example)."

"I think sidewalks that run along the street but separated by a landscape buffer are the most safe and attractive. I despise the concrete canyons we've let builders create in housing tracts"

Transition/Buffer Recommendations:

- Use open space, trees and other plantings to buffer residential and retail areas from one another.
- Limit the use of masonry walls and fences as a buffering technique.

COMMERCIAL CORRIDOR (The following text corresponds to screens)

- An image of a multi-story building with a base that is pedestrian-scaled and detailed, a well-defined sidewalk and a clear separation of pedestrians from vehicular traffic scored the highest in this category. (IMAGE: CCB)
- Also popular was a commercial streetscape with active storefronts and a cafe. (IMAGE: CCC)
- Reasons given for preferring a commercial corridor building included *sidewalks, setback of building from street, and height and size of buildings.*
- Commercial corridors that provided lower quality and less safe accommodations for pedestrians while giving precedence to automobiles were the least popular. (IMAGES: CCA, CCD)

Comments on Commercial Corridor:

"I believe the city needs to promote itself as a beautiful place. The boulevards, fountains, and historic locations of Kansas City, Missouri are a perfect example. I believe Las Vegas could improve its image to tourists and visitors by landscaping and appreciating nature. Wide tree-lined roads, fountains, grass, etc."

"Plant more trees in commercial areas and along streets and highways. We need trees for oxygen. Get rid of the "Henderson Cloud" that has plagued us

for 50 years. Anything and everything you do must reflect air quality standards. We have been very lax in this area."

"Emphasize section line boulevards instead of freeways. Turn blighted areas into parks."

"We don't need a concrete jungle. We need informal appearances with trees, flowers, water features for warmth and invitation. Palm trees along roadways add stature and class."

Commercial Corridor Recommendations:

- Provide density bonuses and a stream-lined approval process to encourage redevelopment of older, one-story commercial strips with multi-story buildings.
- Ensure that higher densities are accompanied by high quality architecture, landscaping and mass transit linkages.
- Retrofit commercial corridors to add cafes, pedestrian-friendly areas and amenities that are generally lacking in such locations.
- Revise codes to replace auto-oriented site development standards with site, architectural and landscape design standards that reflect the preferred vision of the community.
- Ensure that a pedestrian realm is clearly defined and separated from moving vehicles by pedestrian-scale vertical elements such as shade trees or lamp posts that also reinforce the human-scale of the buildings and streetscape.
- Develop "pedestrian-friendly" design standards for all commercial corridors, including on-street parking, sidewalks, planting strips, street trees, decorative lamp posts, canopies, awnings, and pedestrian amenities such as street furniture.
- Reduce on-site parking requirements where on-street parking is provided, parking is shared between complimentary uses or within reasonable walking distance of transit stops.

TRANSIT (The following text corresponds to screen pages 40 - 41.)

- The majority of those surveyed want a transit route on the major road nearest to their home
- Half of the survey participants were willing to transfer along the way.
- Approximately half of the respondents indicated that they were positively disposed towards using a park and ride lot if it were nearby. More than a quarter of respondents would be unlikely to use the lot.
- Responses indicated that those surveyed wanted services/commercial activities available near their transit stop. (IMAGES: CCB, CCC, NRRC)

Comments on Transit

"Mass transportation should be of utmost importance in your planning strategy. The development of a major mono-rail system linking all areas of the valley would be a should decision in the planning process. It would ease busy intersections and transport tourists and residents more effectively. The initial cost would soon be eliminated over time with the convenience and ease of operation."

"Go monorail!!!"

"One word, monorail."

"Get the mass transit system along the strip to come up to downtown Vegas"

"I'm from New York City, take a look at the train system (subway and Elevated) that I miss so much. The best way to get around the City is by train, fast and efficient. "

"Buses are okay but any type of rail transit will have to be highly tax subsidized."

"LV also need to develop areas for public bike trails."

"A home similar to those small 1920's-30's homes on 3rd, 4th, etc. streets is now worth about \$220,000 in lousy condition in Glendale and \$300,000+ in good condition because of the redevelopment and public transit enhancements done there. Many people desire to live closer in to the city where they work."

Transit Recommendations:

- Provide incentives and density bonuses for higher density mixed-use redevelopment within walking distance of transit stops.
- While survey results indicate a receptiveness to increased transit opportunities, it is recommended that further studies be conducted in order to draw comprehensive conclusions about the viability and usage of transit in Las Vegas.

LEAST PREFERRED IMAGES:

- Only 3% of respondents preferred existing conditions on Third Street. (IMAGE:LV000)
- Both residential and commercial images of walkable neighborhoods that gave precedence to cars over people proved extremely unpopular. (IMAGES: WNMHC, WNNCB, WNSSB)
- Images of brash, commercial "strip" were also highly unpopular with respondents. (IMAGES: NRRD, NRR)
- Commercial corridors that provided poor accommodation for pedestrians while giving precedence to automobiles were the least popular. (IMAGES: CCA, CCD)
- Overall such results suggest that those surveyed reject many of the auto-oriented elements that dominate much of the present development pattern in Las Vegas. Respondents did not favor images with highway-scaled streetscapes, front yard parking and areas unfriendly to pedestrians.

Comments least preferred images

- *"I am tired of seeing the same Walgreen's (or whatever other corporate commercial enterprise one can name) on every other corner of every street that looks as uninteresting as in any other suburban area of our nation. And it would be nice to be able to walk down the street without running into a telephone pole. This city has been designed for cars and not people. Thank you for making the effort to fix the awful damage that has been done the past two decades."*

METHODOLOGY

In order to determine citizen preference regarding the City of Las Vegas' 20 year Master Plan, the City of Las Vegas commissioned Looney Ricks Kiss to compile an interactive Community Vision Survey hosted on the Internet from January 21, 2000 to March 10, 2000. A hard copy version of the survey was also distributed to residents during community meetings with results included as part of the overall analysis.

The survey consisted of questions and visuals about development and growth in Las Vegas as determined by the Planning and Development Department of the City of Las Vegas including issues concerning downtown redevelopment, walkable neighborhoods, neighborhood revitalization, transition/buffers, the commercial corridor and transit. Questions were presented in multiple choice, list format. Survey participants also answered close-ended demographic questions displayed on-screen. They also had the option of typing in open-end comments regarding particular visuals.

Visuals were displayed in sets of four images, arranged and sequenced according to the categories specified above. Participants were asked to select the scene they preferred from each set of images. At appropriate intervals,

“collector” screens displayed participants’ choices, enabling them to select their overall favorite choice. By asking participants to select one of four images, the survey was a type of “forced choice” exercise. Participants also had the option of not selecting any images if they found none of them acceptable.

764 people took the survey. This overall sample was then filtered to exclude those with no connection to Las Vegas. Final data analysis and resulting findings and recommendations were based on the remaining data sample of 518 respondents, though this number also included those who may have left some questions unanswered. With this in mind, results percentages shown indicate percentage per number of responses for that question.

/bv

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Welcome to the
CITY OF LAS VEGAS
COMMUNITY VISION SURVEY
Bienvenidos a
EL CUESTIONARIO
VISUAL COMUNITARIO DE
LA CIUDAD DE LAS VEGAS

Please select a language.

Por favor selecciona un idioma.

ENGLISH | ESPAÑOL

TOT: 96.5% Las Vegas area residents:	TOT: 3.5% Las Vegas area residents:
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**Downtown
Redevelopment**

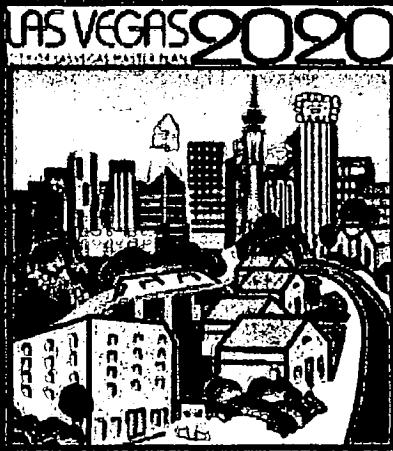
**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**



...where you can help plan our future!

The City of Las Vegas' Planning and Development Department is preparing its 20-year Master Plan to plan development and direct growth through the year 2020.

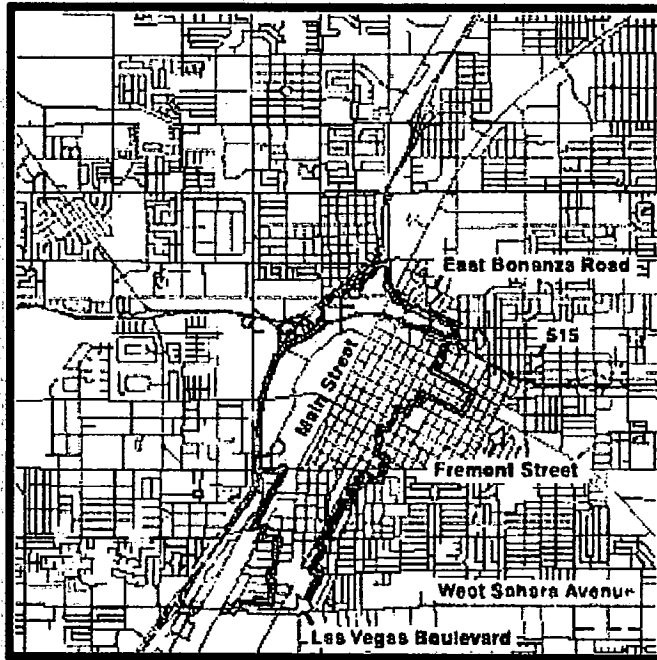
Please take a few minutes to give us your ideas about:

- Downtown Redevelopment
- Neighborhood Revitalization
- Transitions/Buffers
- Commercial Corridors
- Walkable Neighborhoods
- Mass Transit

Begin by selecting any of the six tabs above.

Downtown Redevelopment

The City of Las Vegas' Master Plan 2020 will build upon the success of the Fremont Street Experience by developing the Downtown as the valley's urban hub and prime entertainment, governmental, retail, office and high density residential center.



On the following screens tell us what kind of redevelopment you think is appropriate for Downtown.

CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitional/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which buildings
are most
appropriate for
the redevelopment
of downtown?

9.0% None of the
options



13.1%

DRMBA



24.9%

DRMBB



28.5%

DRMBC



24.5%

DRMBD

CONTINUE ►

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**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**



[Click for a larger view](#)

What 3 features did you like most about the favorite image you selected?

25.4%	Architectural character
12.0%	Height and size of buildings
11.0%	Colors
5.4%	Exterior materials
10.9%	Historic character
6.8%	Uniqueness of design
4.7%	Pedestrian activity
4.0%	Landscaping
5.4%	Storefronts
1.3%	Awnings
2.2%	Setback to street
1.7%	Density/Intensity of development
7.4%	Mixture of residential, retail & office uses
1.7%	Parking
0.2%	Signage

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV000



I prefer the existing
3.0% conditions.



Upgrade sidewalk,
add street trees



Add public
open space



New buildings and
retail stores

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV100

☐ I prefer the existing conditions.

☒ Upgrade sidewalk, 10.1% add street trees

☐ Add public open space

☐ New buildings and retail stores

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

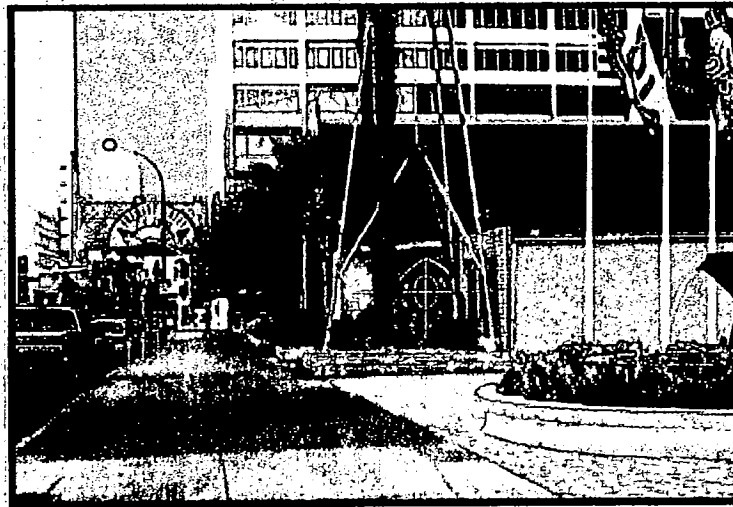
**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV010

☐ I prefer the existing conditions.

☐ Upgrade sidewalk, add street trees

☒ Add public open space
7.2%

☐ New buildings and retail stores

CONTINUE ►

Downtown Redevelopment	Neighborhood Revitalization	Transitions/ Buffers	Commercial Corridors	Walkable Neighborhoods	Mass Transit
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The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV001

- | | | | |
|--|---|--|--|
| ☐ I prefer the existing conditions. | ☐ Upgrade sidewalk, add street trees | ☐ Add public open space | ☒ New buildings and retail stores 8.7% |
|--|---|--|--|

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV110

☐ **I prefer the existing
conditions.**

☒ **Upgrade sidewalk,
add street trees**

☒ **Add public
open space**

☐ **New buildings and
retail stores**

Choices 1 & 2: 7.2%

CONTINUE ►

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV101

- ☐ I prefer the existing conditions.
 ☒ Upgrade sidewalk, add street trees
 ☐ Add public open space
 ☒ New buildings and retail stores

CONTINUE ►

Choices 1 & 3: 8.0%

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

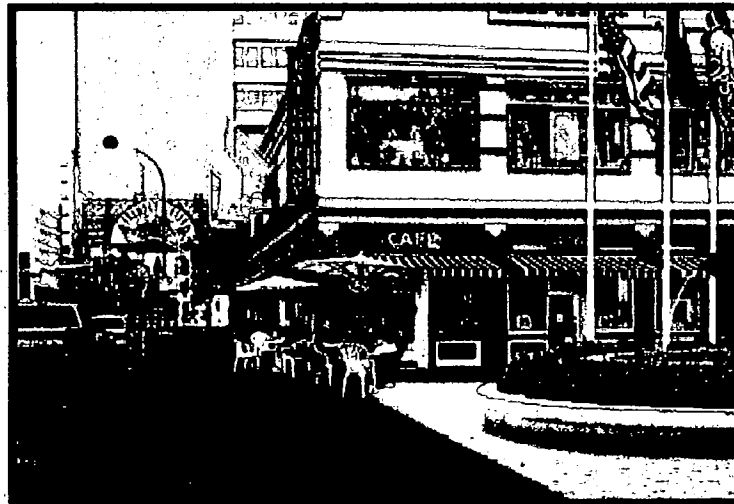
**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV011

☐ I prefer the existing conditions.

☐ Upgrade sidewalk, add street trees

☒ Add public open space

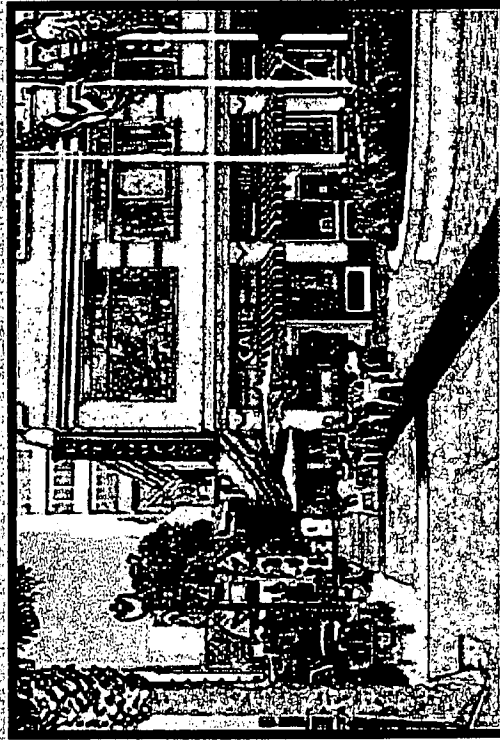
☒ New buildings and retail stores

CONTINUE ►

Choices 2 & 3: 2.0%

Mass
TransitWalkable
NeighborhoodsCommercial
CorridorsTransitions/
BuffersNeighborhood
RevitalizationDowntown
Redevelopment

The Downtown Las Vegas 2005 Plan identifies Third Street as the major north-south street. Please select any streetscape elements you would like to see changed. Click on the buttons below to select or unselect any of your choices. The image will change to reflect your selections.



LV111

- ☐ I prefer the existing conditions.
- ☒ Upgrade sidewalk, add street trees
- ☒ Add public open space
- ☒ New buildings and retail stores

All Choices: 53.9%

CONTINUE ►



Click for a larger view

Which answer below best describes how often you come downtown?

- 16.5% Daily
- 15.7% One or more times a week
- 27.7% One or more times a month
- 27.5% Once every several months
- 7.2% Once a year
- 3.7% Once every few years
- 1.7% Never

What new attractions/changes would encourage you to visit downtown more often?

- 19.7% Retail shopping
- 12.5% More and diverse employment opportunities
- 23.1% Arts & cultural opportunities
- 23.6% Safe & walkable streets
- 11.1% All of the above
- 4.2% Other(s)
- 0.6% Nothing would convince me to come downtown

CONTINUE ►

What new attractions/changes would encourage you to visit downtown more often? (Write-in answers.)

Restaurants	1.0%	Parking - easy access, safer, traffic lights	0.6%
New casinos	0.2%	Water elements	0.1%
Unique shops, non-chain	0.1%	Business activities	
Safer pedestrian environment	0.3%	(Major financial institution, luxury resort)	0.1%
Reduce number of homeless/transients on the streets	0.2%	Outdoor roller rink	0.1%
Historic district	0.1%	Shopping mall	0.1%
Open spaces	0.3%	Easy mass transit	0.1%
Quality residential	0.5%	Sense of community	0.1%
Entertainment	0.9%	Cultural activities	0.1%
		Sports activities	0.2%

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

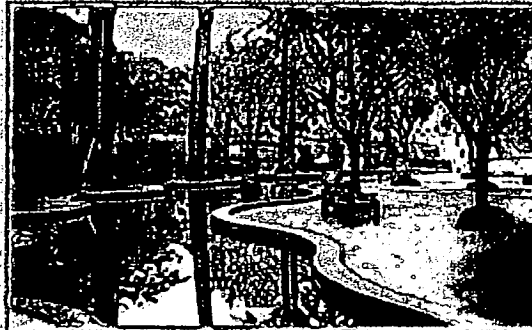
Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which open space
design is most
appropriate for
downtown?

6.4% None of the
options



44.9%

DROSA



24.2%

DROSD



13.0%

DROSC



11.4%

DROSB

CONTINUE ►

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**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

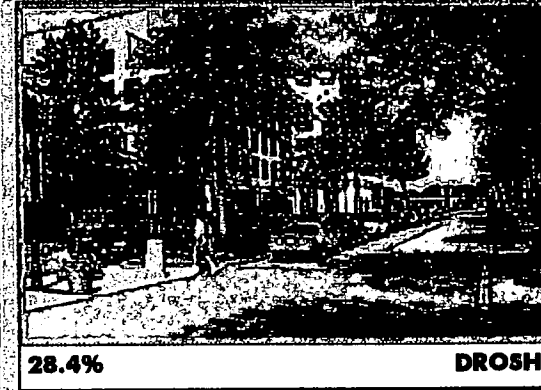
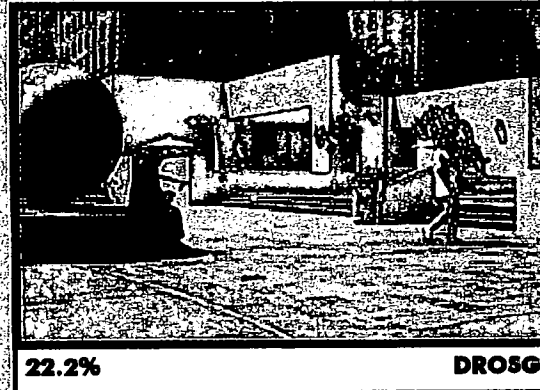
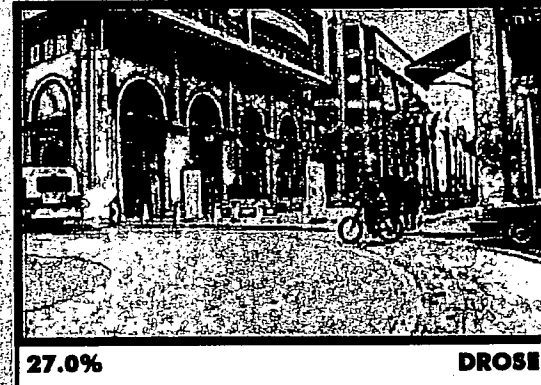
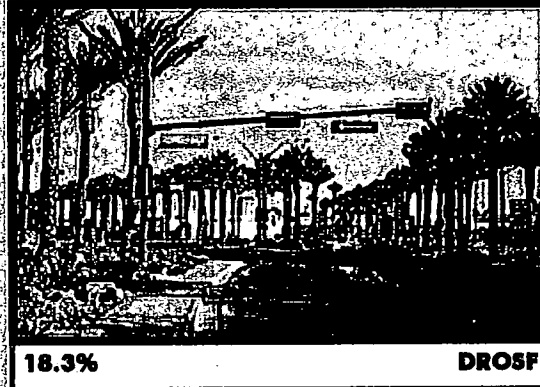
**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

**Which open space
design is most
appropriate for
downtown?**

**4.0% None of the
options**



CONTINUE ►

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Downtown
Redevelopment

Neighborhood
Revitalization

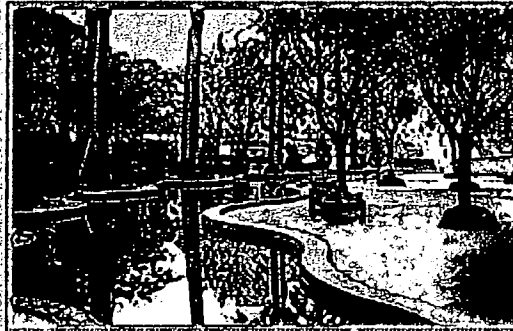
Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Click on the image
to the right which
is your favorite.



40.4%

DROSA



15.9%

DROSD

What 3 features did you like most about the favorite image you selected?

15.5%	Landscaping
3.3%	Formal landscape design
7.2%	More informal, natural landscape design
12.4%	Pedestrian areas
16.3%	Trees
2.1%	Decorative lampposts
6.1%	Seating
4.6%	Grassed areas
4.4%	Paved ground surfaces
10.7%	Water feature
4.7%	Art and sculpture
10.7%	Separation of pedestrians from traffic (safety)
2.0%	Sense of enclosure

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

**Which multi-
family buildings
are most
appropriate for
downtown?**

**12.1% None of the
options**



42.7%

DRHA



16.7%

DRHC



8.7%

DRHD



19.8%

DRHB

CONTINUE ►

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[Click for a larger view](#)

What 3 features did you like most about the favorite image you selected?

26.7%	Architectural character	8.0%	Historic character
6.6%	Building materials	4.9%	Landscaping
20.5%	Height and size of buildings	6.7%	Sense of safety and security
8.0%	Colors	10.2%	Storefront with residences above
3.5%	Visible front door	4.8%	Residential use only

Would you consider living downtown?

28.0%	Yes
42.8%	No
29.2%	Maybe

If yes, what are the 3 most important issues that would influence your decision to live downtown?

25.5%	Safety
14.5%	Pleasing architectural character
3.5%	Less maintenance
7.9%	Recreational opportunities
10.8%	Cultural opportunities
9.6%	Short commute to work
13.3%	Affordable to purchase
6.0%	Affordable to rent
2.6%	Ability to meet more people
3.2%	Other(s)

[See next page](#)

CONTINUE >

If yes, what are the 3 most important issues that would influence your decision to live downtown? (Write in answers.)

Close proximity to major activities	0.1%	Safer streets	0.3%
Educational opportunities	0.1%	Schools	0.1%
Places to walk dogs	0.2%	Parking	0.1%
Density/opportunity to live in innovative architecture	0.2%	Sports activities	0.1%
Shopping/necessities in walking distance	1.6%	Mass transit	0.2%
		Parks	0.1%

Before you continue, please tell us something about yourself.

In what zip code do you reside?

See next page



In what jurisdiction do you live?

See next page



How long have you lived in the Las Vegas area?

10.4% < 1 year

7.5% 1 - 2 years

19.5% 2+ - 5 years

20.3% 5+ - 10 years

20.5% 10+ - 20 years

20.1% 20+ years

1.5% Don't live in Las Vegas area

In what age group do you belong?

See next page



CONTINUE ►

Demographic Questions:**In what Zip Code do you reside?**

89005	0.2%	89115	0.4%
89007	0.4%	89117	4.7%
89011	1.0%	89118	0.6%
89012	1.8%	89119	2.0%
89014	4.5%	89120	0.8%
89015	4.2%	89121	2.6%
89018	0.6%	89122	1.2%
89021	0.2%	89123	2.2%
89024	0.2%	89128	4.2%
89029	0.2%	89129	4.5%
89030	1.6%	89130	5.9%
89031	3.2%	89131	4.5%
89032	2.0%	89134	3.8%
89046	0.2%	89135	0.2%
89052	0.8%	89141	0.2%
89101	1.8%	89142	1.0%
89102	4.7%	89143	0.8%
89103	1.0%	89144	1.6%
89104	3.0%	89145	2.6%
89106	0.8%	89146	1.6%
89107	3.4%	89147	1.8%
89108	6.7%	89148	0.4%
89109	2.6%	89149	2.0%
89110	2.8%	89156	1.2%
89113	1.0%	Other	0.8%

Demographic Questions:**In what jurisdiction do you live?**

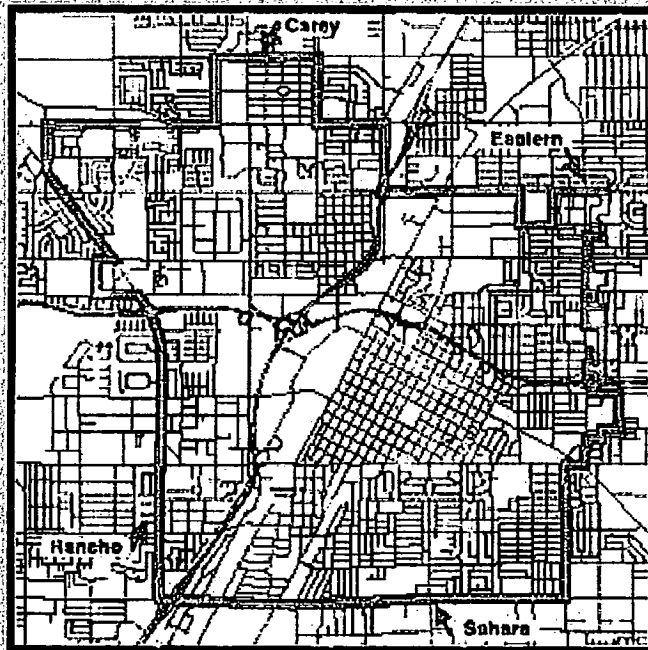
City of Las Vegas	64.7%
North Las Vegas	8.3%
Henderson	10.4%
Boulder City	0.4%
Unincorporated	
Clark County	16.2%
Other-State of Nevada	0.0%
Out of State	0.0%

Demographic Questions:**In what age group do you belong?**

<14	2.0%
15 - 17	1.0%
18 - 24	7.7%
25 - 34	26.2%
35 - 44	22.2%
45 - 54	20.5%
55 - 64	13.4%
65+	7.1%

Neighborhood Revitalization

The City of Las Vegas' Master Plan 2020 is expected to focus on the revitalization of the older areas of the City including a variety of housing types, mixed-use development and development of vacant sites.



On the following screens, tell us what kind of revitalization you think is most appropriate for older areas of the City.

CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

**Walkable
Neighborhoods**

**Mass
Transit**

**Which type of
retail is most
appropriate for
the older areas of
the City?**

16.6% All of the options

**3.2% None of the
options**



33.3%

NRRC



30.3%

NRRB



11.2%

NRD



5.5%

NRRA

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CONTINUE ►

**Downtown
Redevelopment**

**Neighborhood
Revitalization**

**Transitions/
Buffers**

**Commercial
Corridors**

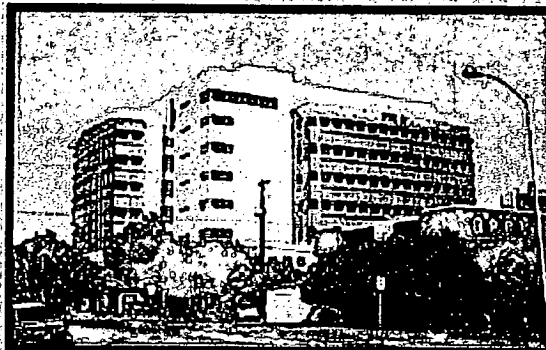
**Walkable
Neighborhoods**

**Mass
Transit**

**Which type of
office building is
most appropriate
for the older areas
of the City?**

9.7% All of the options

**8.0% None of the
options**



11.6%

NROC



39.8%

NROB



10.3%

NROD



20.6%

NROA

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CONTINUE ►

Which type of housing is most appropriate for the older areas of the City?

12.0% All of the options

10.3% None of the options



22.5%

NRHB



12.6%

NRHD



28.0%

NRHA



14.5%

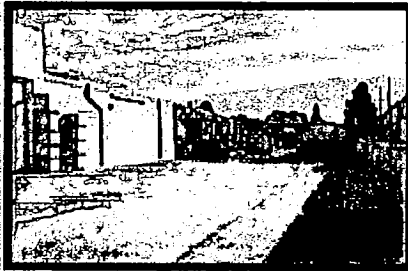
NRHC

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CONTINUE ►

Transitions/Buffers

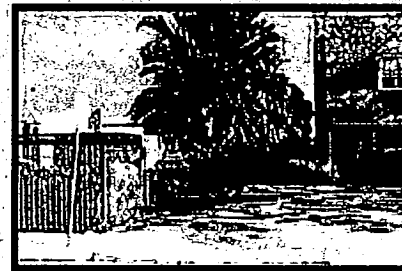
In planning for development, the City wants your opinion about the best way to create transitions between land uses such as single-family residential, multi-family housing and commercial uses. Below are some examples of buffers and transitions - followed by questions on the next screen.



Separated by a fence



Separated by a street



Separated by a wall &
landscaping



Single-family next to
commercial



Separated by landscaping



Single-family next to multi-
family

CONTINUE ►

Do you agree with the following statements?

Single-family homes should be buffered from apartments.

72.2% Yes

16.8% No, not if other buildings/uses are architecturally attractive and unobtrusive in terms of scale and lighting.

11.0% Maybe

If yes or maybe, in what way(s) do you think single family homes should be buffered from other types of housing? Select any that apply.

21.5% By walls

8.7% By fences

41.7% By landscaping

28.1% By open space

Single family homes should be buffered from single story commercial/office buildings.

81.0% Yes

11.1% No, not if other buildings/uses are architecturally attractive and unobtrusive in terms of scale and lighting.

7.9% Maybe

If yes or maybe, in what way(s) do you think single family homes should be buffered from other types of uses? Select any that apply.

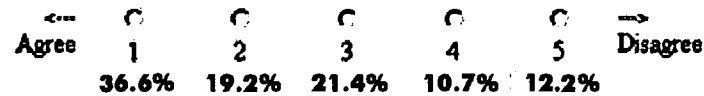
22.5% By walls

9.0% By fences

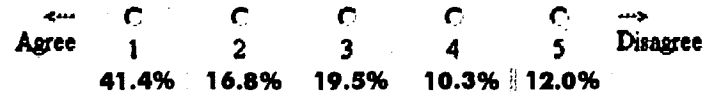
40.3% By landscaping

28.1% By open space

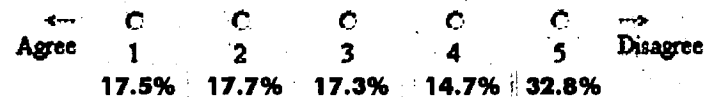
Single-family residential should be buffered from apartments by townhomes and duplexes.



Single-family residential should be buffered from commercial by single-story offices.



Single-family residential does not need to be buffered from apartments or commercial if landscaping or other physical barriers (walls, fences) are used.



Single-family residential does not need to be buffered from apartments or commercial if the apartments and commercial buildings are architecturally attractive, service areas (loading, refuse) are located away from residences, building scale is low and lights are shielded.



Weekly and daily residential rentals should be located next to: (Select any that apply.)

- 2.3% Single-family homes
- 3.0% Townhomes
- 3.5% Duplexes
- 17.7% Apartments
- 21.2% Retail
- 17.6% Offices
- 12.8% Industrial
- 10.4% Governmental/institutional uses
- 11.7% In mixed-use buildings

CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

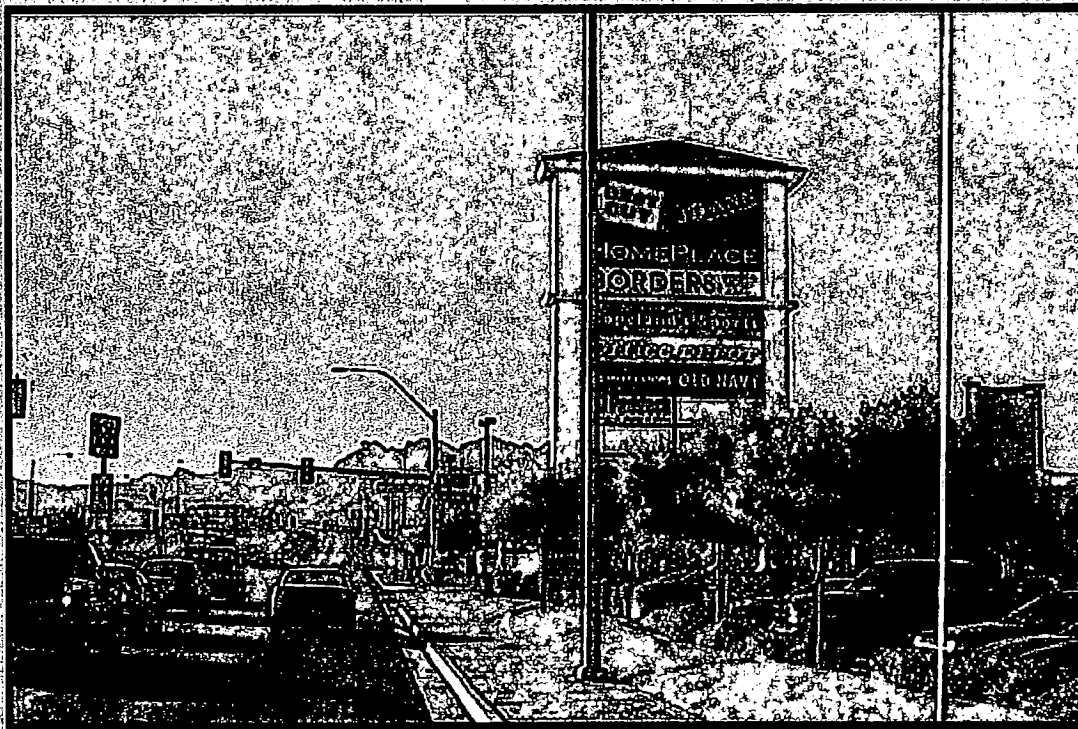
Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Commercial Corridors

The City of Las Vegas is considering alternative approaches to new and future development along major streets such as Sahara Avenue, Rancho Drive, Decatur Boulevard, Charleston Boulevard and the Beltway.



On the following screens, tell us which commercial corridor is appropriate for Las Vegas.

CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

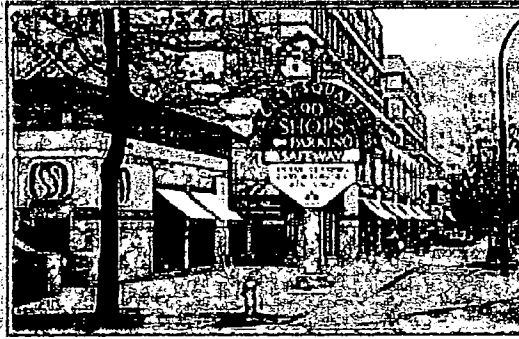
Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which commercial
corridor would you
prefer?

5.1% None of the
options



42.7%

CCB



19.5%

CCD



30.5%

CCC



2.2%

CCA

CONTINUE >

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Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit



What 3 features did you like most about the favorite image you selected?

- 15.9% Sidewalks
- 17.1% Setback of building from street
- 11.6% Landscaping
- 12.7% Architectural character
- 5.0% Height & size of buildings
- 8.0% Storefronts
- 3.2% Pedestrian activities
- 6.9% Street trees
- 1.8% Street lighting
- 2.7% Signage
- 2.4% On-street parking
- 6.2% Parking lot
- 6.6% Separation of traffic from pedestrians (safety)

CONTINUE ►

Walkable Neighborhoods

Help us determine how walkable neighborhoods built over the next 20 years should look and feel



On the following screens, tell us what type of development you think is appropriate for these new suburban areas.

CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which streetscape
is most
appropriate for a
walkable
neighborhood?

6.5% All of the options

2.2% None of the
options



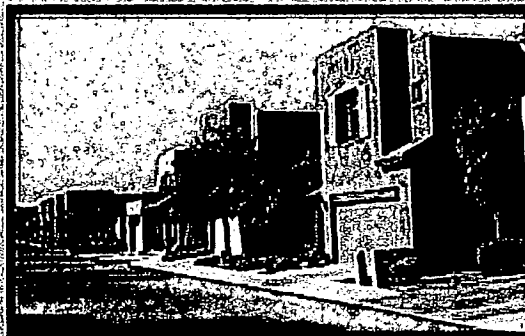
4.4%

WNSSB



16.6%

WNSSC



2.0%

WNSSA



68.4%

WNSSD

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CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which housing
image is most
appropriate for
walkable
neighborhoods?

5.3% None of the
options



39.3%

WNHD



20.8%

WNHB



11.4%

WNHC



23.2%

WNHA

CONTINUE ►

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Click for a larger view

What 3 features did you like most about the favorite image you selected?

- 12.6% Encourages walking
- 9.8% No visible front garages
- 1.6% Garage enters from rear alley
- 6.7% Garage tucked behind house
- 1.7% Garage occupying most of front facade
- 12.2% Architectural style
- 4.8% Building materials & colors
- 13.6% Front patio/porch
- 2.5% Street lighting
- 8.4% Sidewalks
- 6.6% Location of sidewalk
- 11.5% Setback of building from street
- 7.9% Landscaping

**Which of the following shops and services would you walk to in your neighborhood if it were within a 10-minute walking distance?
(Check any that apply.)**

- 25.2% Neighborhood park
- 16.0% Stand alone restaurant
- 11.3% Stand alone supermarket
- 10.6% Stand alone drug store
- 3.7% Stand alone dry cleaners
- 19.6% Commercial center with a variety of shops and services
- 13.5% Public transportation you could use to get to work

CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Which multi-
family image is
most appropriate
for walkable
neighborhoods?

7.6% All of the options

3.3% None of the
options



32.5%

WNMHD



48.8%

WNMHB



1.1%

WNMHC



6.8%

WNMHA

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CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

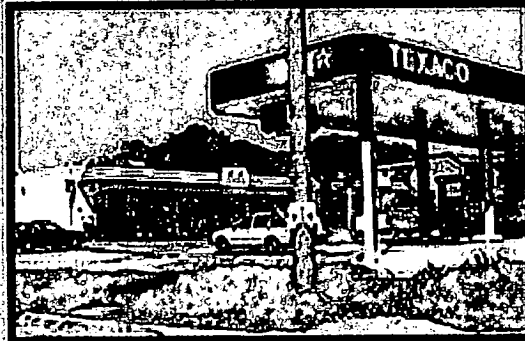
Walkable
Neighborhoods

Mass
Transit

Which commercial
image would you
prefer in a
walkable
neighborhood?

5.4% All of the options

14.5% None of the
options



2.2%

WNNCB



32.0%

WNNCA



27.3%

WNNCD



18.6%

WNNCC

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CONTINUE ►

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

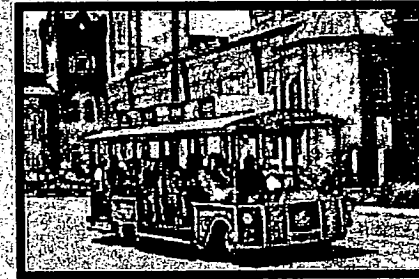
Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Mass Transit Examples

Planners are considering different forms of mass transit for Las Vegas. Below are different examples under consideration by the City.

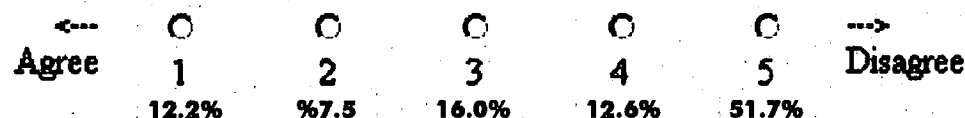


Please help us plan by answering the questions on the next screen.

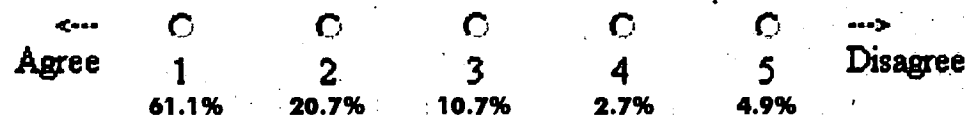
CONTINUE >

Do you agree with the following statements?

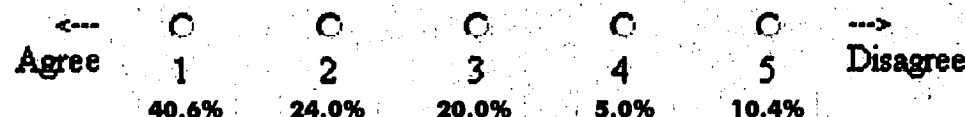
I want a transit route along my street.



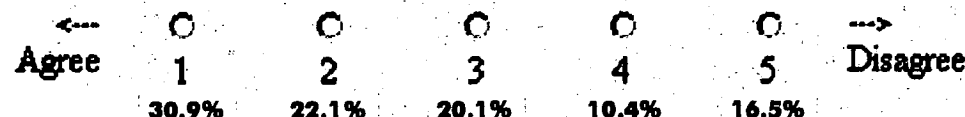
I want a transit route available on the closest major road to my house.



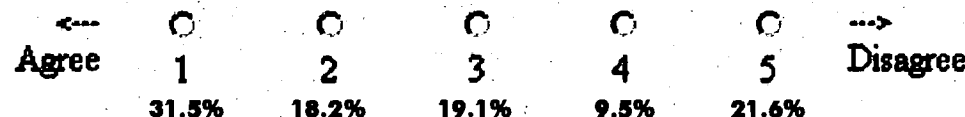
I want service commercial activities available in close proximity to my transit stop.



If I traveled by mass transit, I am willing to transfer at least once on my transit trip.



I would use a park and ride lot if it was a 10-minute drive from my house.



CONTINUE ►

Thank you for your opinions.

In order for us to know more about who's taking this survey, we need to know more about you. Please answer these questions and give us any further thoughts.

Did you vote in the November 1998 election?

72.5% Yes

27.5% No

Gender?

55.5% Male

44.5% Female

Combined annual household income?

See next page 

Which of the following best describes your family?

31.9% Empty nester (couple or single-children no longer at home)

31.9% Couple with one or more children living at home

17.1% Single with no children living at home

7.4% Single parent with one or more children living at home

11.1% Other See list at right

Other: (Write in answers.)

Couple with no children
living at home 7.6%

Single, parent living
at home 0.9%

Single adults sharing
home 1.4%

How many children do you have living at home?

See next page 

CONTINUE ►

Combined annual household income?

Under \$15,000	4.5%
\$15 - \$24,999	5.8%
\$25 - \$34,999	10.3%
\$35 - \$49,999	16.1%
\$50 - \$74,999	28.6%
\$75, - \$99,999	14.1%
Over \$100,000	20.6%

How many children do you have living at home?

Zero children	58.5%
1 child	15.7%
2 children	15.4%
3 children	7.0%
4 children	2.2%
More than 4 children	1.2%

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

What brought you to the City of Las Vegas?

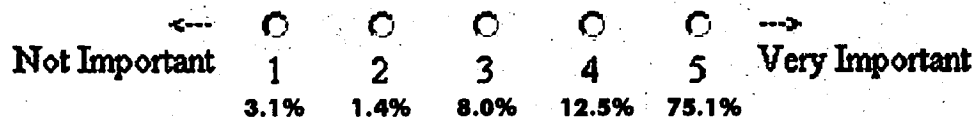
23.0%	Employment
5.6%	Retirement
4.4%	Native
14.4%	Climate
11.5%	Cost of Living
4.4%	Outdoor recreation
11.4%	Family/Friends
8.2%	Housing cost
1.4%	Arts/culture
1.6%	None of the above
6.6%	Other See list at right

Other: (Write in answers.)

Entertainment	0.9%
Rural living	0.2%
Parents moved here	1.0%
Born here	1.0%
Low state taxes	0.3%
Education	1.5%
Spouse moved or lived here	0.6%
Accessible mass transit	0.1%
Business opportunities/job	1.4%
Gambling/casinos	0.1%
Health	0.2%
Love the City	0.1%

How much longer do you plan to live here?

How important do you think economic diversity (in addition to gaming) is to the future of the City of Las Vegas? Please choose on a scale of 1 - 5, with 5 being very important.



CONTINUE ►

How much longer do you plan to live here in Las Vegas?

0 - 3 years	7.9%
3+ - 5 years	6.3%
5+ - 10 years	13.1%
10+ - 15 years	9.8%
15+ years	62.9%

What is the highest level of education you have received?

Some high school	3.6%
High school degree	11.2%
Some college	31.9%
College degree	32.4%
Graduate study	20.9%

What is the highest level of education you have received?

See previous page 

How would you describe yourself? Check any that apply:

- 52.7% Home owner in the City of Las Vegas
- 6.3% Property owner in the City of Las Vegas
- 4.0% Business owner in the City of Las Vegas
- 14.6% Renter in City of Las Vegas
- 13.1% Work in City, live elsewhere
- 9.3% None of the above

What is your current work status:

- 6.4% Student
- 8.2% Employee, retail or service
- 47.3% Employee, professional
- 12.1% Employee, other
- 3.0% Business-owner, retail or service
- 3.7% Business-owner, professional
- 1.1% Business-owner, other
- 2.5% Stay-at-home parent
- 3.4% Not currently employed
- 11.9% Other See list at right

Other: (Write in answers.)

- Military personnel 0.7%
- Part time work 0.2%

Do you have any comments for the City of Las Vegas about our Master Plan for the future?

See Comment Sheet 

Downtown
Redevelopment

Neighborhood
Revitalization

Transitions/
Buffers

Commercial
Corridors

Walkable
Neighborhoods

Mass
Transit

Thank you for participating in our survey.

The valuable opinions you have expressed will help shape our community's future!

For more information on Las Vegas's Master Planning Process and this survey, please contact
Tambri Heyden by phone 702-229-6894 or e-mail Theyden@ci.las-vegas.nv.us

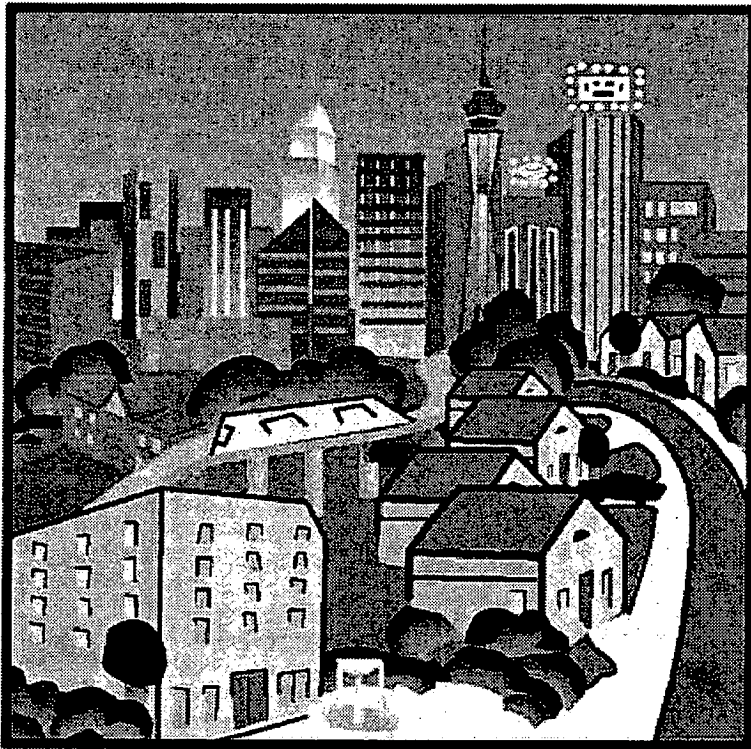
LAS VEGAS 2020

MASTER PLAN

Diversity
To multiculturalism

VISION

SMART
growth



appendix B



Master Plan Appendix B: Testing the Strategies – Methodology and Results

Introduction

The planning program described in this document was designed to formulate long-range policies that address the needs of a rapidly growing desert community, consistent with the vision statement prepared at the beginning of the process. As a result of the planning process, a number of alternative development strategies are suggested as a means of achieving a quality of life standard deserving of a world-class city over the next twenty years.

Altering land use policies, plans and regulations can cause significant changes to population and employment densities, which alters traffic patterns, traffic congestion and air pollution. The mix of housing types, along with changing the mix of residential and commercial land uses will also affect property tax revenues and the demand for City services. Four alternatives, or strategies (three independent strategies and one that includes all three), were tested using accepted empirical techniques to gauge their potential future impacts on City revenues, traffic congestion, population and employment densities, and air pollution. The strategies were then compared to a “baseline” condition – a twenty-year projection of future conditions given no changes to existing policies governing land development.

Strategy Descriptions

Four planning strategies and a Baseline condition were evaluated using a combination of statistical models. The four strategies are: Downtown Redevelopment, Neighborhood Revitalization, Northwest and newly developing areas, and a Composite (the Composite is a combination of the Downtown, Neighborhood and Northwest strategies). Each planning strategy is described in greater detail below. The strategies

were formulated through a process that included a design charrette, staff development and review through a Steering Committee and a Technical Committee.

The strategies were incorporated into a land use model, and tested using a transportation model, an air pollution model and a fiscal impact model. The land use, transportation and air pollution models simulate changes across the Las Vegas metropolitan area resulting from policy stimulus. The fiscal impact model was developed for the City of Las Vegas and only accounts for those services and facilities that are within the City's domain.

Recognizing that development in the City is influenced by, and influences development throughout the Las Vegas Valley, the models were set up to reflect Valley-wide changes resulting from land use changes within City boundaries. For example, one of the planning strategies calls for increased residential development in Downtown Las Vegas. To simulate this strategy, additional residential development was introduced into the Downtown. In order to accommodate Downtown residential development, the land use model takes small amounts of population growth from other areas around the Valley. The modeling processes are described in further detail in a later section.

Population and employment changes functioned as input variables into the land use model to simulate the four new (exogenous) strategies. The Baseline condition was taken as given (slight changes were made to the land use model to account for changes to land use that have occurred since the model was released). Table B1 shows the changes that were introduced into the model by strategic location, and the output depicting total changes to city population and employment that would occur under each of the strategies.

Table B1. Strategy Impacts on Population and Employment Changes

Strategy	Population		Employment	
	Model Input	Model Output	Model Input	Model Output
Downtown	12,075	6,026	27,990	18,452
Neighborhood	9,163	4,802	11,460	3,736
Northwest	46,912	22,034	31,295	2,197
Composite	68,150	29,552	70,745	23,531

The difference between model input and model output results from the simulated redistribution of population and employment from the entire Las Vegas Valley (including the City) to the targeted strategy areas. Therefore, the introduction of 12,075 new residents into Downtown Las Vegas resulted in the total city population increasing by 6,026 people, as residents were redistributed from other municipal areas in the Valley and from within the city.

Simulated output from the Composite Strategy is less than the sum of the other three strategies because these strategies compete with one another for jobs and population. For example, in the Composite Strategy, not all of the population and employment entered into downtown stays downtown. A portion of the population and employment that is entered into downtown is redistributed to satisfy demand created by the Neighborhood and Northwest strategies. Although the bulk of the change is expected to occur within the geographical areas of each strategy, the net result is less population and employment being added to the City than would occur by adding the three strategies independently. These changes are considered to be conservative estimates and reasonable expectations of what could be achieved under current and expected future economic conditions.

Baseline Condition

The Baseline shows how the Valley is predicted to develop without any policy intervention. That is, the baseline development pattern assumes that existing policies

and development practices will prevail over the next twenty years. As expected, growth in population would primarily be driven to the outer limits of the currently developed urban areas (see Maps B1 and B2). Employment change is concentrated along the Las Vegas Strip, Boulder Highway and northwest I-15 corridors, and in Summerlin to the west and Henderson at the extreme southern end of the urban valley.

According to the Baseline, the City can also expect continued residential expansion at the periphery of the currently built areas, within the master planned community of Summerlin and in the Northwest portions of the City. The Baseline also projects population decline in the Downtown and surrounding older neighborhoods. The Baseline projection shows the bulk of employment growth will occur in Summerlin, the Northwest Towncenter and immediately west of downtown on the Union Pacific site and in the Las Vegas UMC Medical District. The Baseline also projects a continued emphasis on single family dwelling units in the City, going from 59 percent of total units in 2000 to over 65 percent in 2020. Although land consumption is greatest under this strategy, average lot sizes are expected to increase only slightly from the current average size of between six and seven thousand square feet. The result is greater consumption of land than the policy alternatives, more traffic congestion, greater carbon monoxide emissions and less property tax revenues.

Downtown Redevelopment Strategy and Results

The Downtown Strategy shows how the region, and City, would develop if housing and employment targets for Downtown are met. This strategy assumes full build-out of the Union Pacific site is realized, along with infill development on vacant lots, and redevelopment of built lots. The creation of dense, urban residential development in Downtown improves the jobs/housing balance, which reduces the number of trips between the urban core and fringe development.

Maps B3 and B4 show the differences between total population and employment projected in the Baseline 2020 and the Downtown Strategy. As can be seen, small

amounts of population and employment growth are drawn from edge areas to Downtown, where much more development (12,075 people and 27,990 jobs greater than Baseline projections) is envisioned. The majority of the Valley experiences insignificant change as a result of increased Downtown development.

The existence of high density residential development in Downtown results in a slight reduction of land consumption in the city. Although the population and employment targets for Downtown meet the needs of a balanced, vibrant Downtown urban environment, they do little to offset the overall demand for residential and commercial space in the Valley. Therefore, under this strategy, residential development at the edge of the city continues. This strategy does result in more property tax, which generates more revenues for the City to provide services. However, the capacity of existing infrastructure may need to be improved to support redevelopment in Downtown.

Neighborhood Revitalization Strategy and Results

This strategy targets development in mature neighborhoods surrounding the core Downtown, primarily focusing on the area immediately to the northwest of downtown (referred to locally as West Las Vegas). Vacant infill properties are developed, along with adaptive re-use of abandoned strip mall sites. This strategy envisions mixed-use, residential and neighborhood serving commercial development on vacant and underutilized lots along major arterials and at major intersections.

Maps B5 and B6 show the differences between Baseline population and employment growth in 2020 and the Neighborhood Strategy. As with the Downtown Strategy, small amounts of population and employment growth are being drawn from other areas in the city and throughout the Valley to the mature neighborhoods where significantly more commercial and residential development is envisioned.

The addition of 9,163 people and 11,460 jobs in the mature neighborhoods creates a slight reduction in demand for land at the urban fringe (793 acres over 20 years). This

strategy does improve the jobs/housing balance and reduce Vehicle Miles Traveled (VMT). It also increases assessed value by building on vacant parcels and redeveloping underutilized properties, which translates into increased property tax revenues for the City beyond that which is projected under the Baseline.

Northwest Strategy and Results

The Northwest Strategy builds on the Northwest Master Plan, jointly adopted by the Las Vegas City Council and Clark County Board of Commissioners. It envisions a high degree of concentrated development in the Northwest Town Center in order to accommodate growth, while preserving much of the rural character of the surrounding northwest area. The strategy envisions walkable, denser urban neighborhoods served by transit to the urban core. The Northwest Strategy, with a concentrated Town Center, affords opportunities for living in close proximity to work, thus reducing commuter trips, traffic congestion and improving air quality.

The addition of 46,000 people and 31,000 jobs in the northwest between 2000 and 2020 draws population and employment growth from other high growth areas. Allocating a large portion of the population in denser residential development areas slightly reduces the share of single-family homes from 65% in the Baseline to 64.6% in the Northwest Strategy. The shift in land use mix increases property tax revenues for delivery of City services. Maps B7 and B8 show the differences between Baseline population and employment growth and Northwest Strategy population and employment growth.

Composite Strategy and Results

The Composite Strategy is a combination of the Downtown, Neighborhood and Northwest Strategies. Slightly more than 70,000 jobs and 68,000 people were added to the land use model in the areas described in each of the strategies. The three strategy areas compete simultaneously for population and employment with one another and

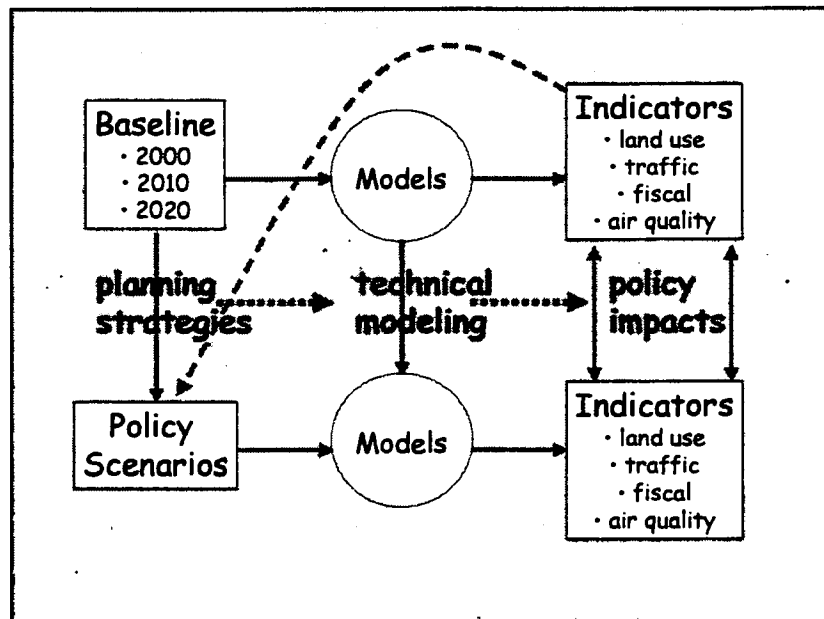
with the remainder of the Las Vegas Valley. The result is that the total city population increases by 29,552 and total city employment increases by 23,531.

As expected, the Composite Strategy results in the greatest reduction in land consumption, and the most significant shift in residential development from single-family to multi-family. It generates the second greatest increase in City revenues. At the same time, significant reductions in VMT are realized in the Composite Strategy. Maps B9 and B10 show the areas from which growth would be drawn in the Composite Strategy.

Modeling Process

Four separate models were employed to better understand changes to population and employment density, traffic and traffic congestion, auto emissions and air pollution, and the costs and revenues that accrue to the City as a result of varying land use patterns. The four models are: Regional Transportation Commission (RTC) Sub Area Allocation Model (SAAM), Clark County TRANSCAD model, Mobile Five air pollution model, and the City of Las Vegas' Fiscal Impact Model. Figure B1 depicts the context in which the four models were used during the development of the City's Master Plan.

Figure B1. Master Plan Modeling Process



The SAAM Model

In this context, SAAM is one of a suite of loosely coupled models that was used to explore the implications of implementing the four policy strategies. As noted, the strategies are benchmarked against a Baseline condition that corresponds to a continuation over the next twenty years of existing policies, actions, and inactions. From this perspective, policies matter insofar as their impact upon measurable

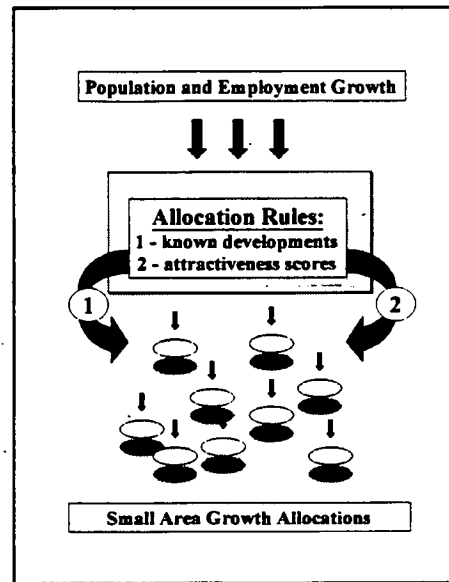
conditions, such as traffic congestion, employment and population densities, air quality, and the cost of local government services.

The top row of Figure B1 shows that the Baseline condition can be fed through this suite of models to derive a corresponding set of baseline indicators. SAAM addresses only a subset of these indicators (i.e., those land use, employment and population measures provided in the model's output files). Other models are required to generate additional livability variables or indicators such as fiscal impacts, air quality, or traffic congestion. The role of the SAAM model is somewhat special, however, because land use patterns tend to drive many of these variables or indicators. For example, employment and population densities are crucial inputs for journey-to-work estimations, which in turn affect air quality conditions. Likewise, different population and employment patterns generate different fiscal impacts. Thus, having a small area allocation model in place is an important step towards the development of a more comprehensive set of livability variables or indicators.

The Small Area Allocation Model is a tool for forecasting how net additions to Clark County's total population will be distributed geographically within the County over a twenty year planning horizon. Specific geographical allocations are made with reference to the 1131 traffic analysis zones (TAZs) used by the County's Regional Transportation Commission for purposes of regional transportation modeling. County-wide, each of these small areas currently has, on average, a population less than fifteen hundred persons. Thus, while not each TAZ corresponds to a specific neighborhood per se, its size is appropriate for neighborhood scale planning.

Figure B2. Allocation Process

The logic of the SAAM allocation for a given aggregate increase in population or employment¹ is framed by two distinct sets of algorithms or rules coded within the model, as indicated in Figure B2. The first rule makes allocations with respect to known development projects and/or known major employers.



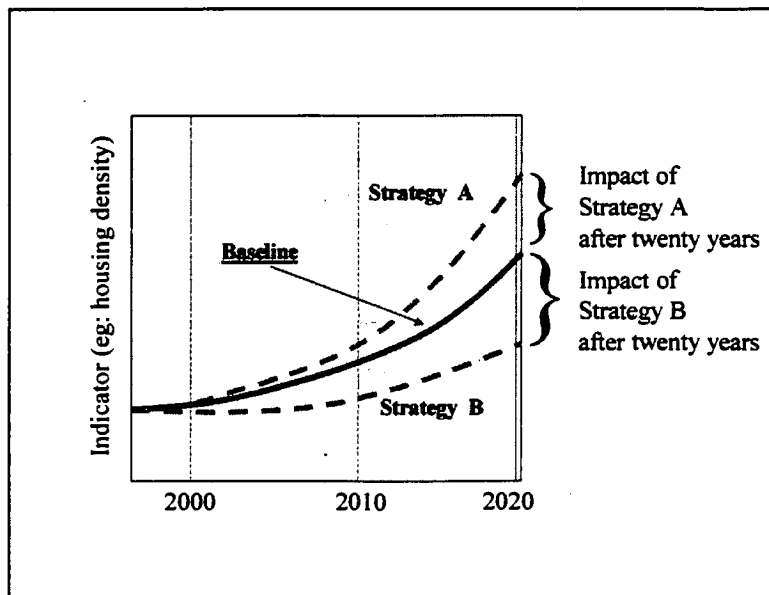
Up to one half of future development for each land use category is allocated in any given projection year based on input data in the development database, within SAAM, describing projects that are already initiated². A similar logic is used to ensure that known employers specified in the *Employers* database are accounted for in the projections. The second rule prorates any development not accounted for by the first rule, in proportion to an attractiveness index that is calculated for each TAZ. The attractiveness index for each land use type is based on a number of factors, including the availability and accessibility of land within each zone.

¹ Not shown in figure B2 is the conversion from total population and employment growth into a corresponding growth in residential units and employment by land use type.

² The model documentation states that the total development activity that can be allocated by this first rule is capped at one half of the total development for that period. However, the documentation's own example (on page 26) appears to contradict this claim, where 48 of 76 units are allocated by rule 1.

Figure B3. Possible Baseline Paths

The SAAM timeline extends forward to 2010 and 2020. Its use is illustrated in Figure B3, which shows a Baseline condition and two alternative strategies modeled after hypothetical strategies, Strategy A and Strategy B. Under the Baseline condition, housing density or some other indicator may be expected to grow as indicated in the graph.



By altering the underlying assumptions of the Baseline condition, any number of additional strategies can be generated, and Figure B3 shows two such examples, corresponding to Strategy A and Strategy B, respectively. By comparing specific strategies to the Baseline condition, the impact of those plans may be inferred in terms of the selected indicators. In Figure B3, it is not specified which TAZ is being analyzed in this way, and in general the impacts on all TAZs for a diverse set of livability variables or indicators should be examined. The most convenient way to represent such results is with a separate color-coded map for each livability variable or indicator, so that the spatial distribution of positive and negative impacts can be assessed visually. Map B2 is an example of such a map, in this case indicating employment change *along the trajectory of the Baseline condition* from the years 2000 to 2020.

Transportation Model

The TRANSCAD Transportation Model was used to generate transportation impacts resulting from each of the strategies. The Clark County Comprehensive Planning Department has developed a complete road network for use in TRANSCAD, and has incorporated traffic counts from each jurisdiction in the Valley.

TRANSCAD uses economic and demographic information generated from SAAM by TAZ to project trips on the road network. Each category of land use has associated trip generators that determine the volume of traffic on specific road segments within the network. The TRANSCAD model also considers roadway capacities, which allows the user to compare traffic volume to road capacity and predict congestion levels. The strategies were modeled at the level of the primary roadway network, and provide summary level insights into potential traffic congestion in the future.

As a result of improved jobs/housing balance, each of the strategies reduced vehicle miles traveled or VMT, which also reduced congestion as measured by the ratio of traffic volume to roadway capacity. The share of commuters using mass transit is fixed within the model. Therefore, increased transit ridership and decreased traffic volume could be realized if it is assumed that higher density, mixed-use, transit friendly development occurs. Although the Composite Strategy yields VMT only slightly higher than each of the other three strategies, it still provides a significant reduction from the Baseline condition. As can be seen on Map B-11, implementing the Composite Strategy significantly reduces traffic congestion throughout the Las Vegas Valley.

Emissions and Air Pollution Model

MOBILE5 is the standard air pollution model to be used in the preparation of all projection year emission inventories required by the Clean Air Act Amendments of 1990. MOBILE5 is an integrated set of computer routines used in the analysis of the air pollution impact of gasoline-fueled and diesel-powered highway mobile sources. The

program is a flexible analytical tool that can be applied to a wide variety of air quality modeling and planning functions. MOBILE5 estimates hydrocarbon (HC), carbon monoxide (CO), and oxides of nitrogen (NOx) emission factors.

Two model runs were completed for the Master Plan analysis, a summer run and a winter run. The summer run was used to calculate TOG (total organic gases; hydrocarbons) and NOx (oxides of nitrogen) emissions; the winter run was used to estimate CO (carbon monoxide) emissions. In order to estimate the conservative case, it is assumed that all model parameters are consistent across all planning strategies and the baseline (vehicle speeds, weather, fuel types, fleet mix, etc). The model output produces a projection of emission in grams per mile for the year 2020. The grams per mile are then applied to the total vehicle miles traveled (VMT) to produce an estimate of total emissions in gross tons per day. Emissions from mobile sources and VMT are directly linked in this way.

As expected, changes to land use that reduce VMT also reduce emissions from gasoline and diesel vehicle mobile sources. According to the Clark County Comprehensive Planning Department, motor vehicles account for 87 percent of CO emissions in the Las Vegas Valley. The net reduction in mobile source auto emissions resulting from each of the planning scenarios exceeds 50 tons per day for CO (over 8%), as presented in Table B2. These results suggest that tremendous benefits can be realized in terms of improving the future livability of the Las Vegas Valley. According to a recent study, citizens of the Las Vegas Valley identified air quality as being the number one quality of life issue.

Furthermore, according to a presentation by the Clark County Comprehensive Planning Department, Air Quality Team, the U.S. Environmental Protection Agency considers Clark County a serious non-attainment area. This status caused two sanction clocks to begin running, which could result in the loss of highway funds if certain standards aren't met by February, 2001. The presentation also indicated that if VMT is substantially higher than 56 million, the Clean Air Plan proposed to address future air quality, could

fail. This plan shows that reductions in VMT, and hence air pollution, can be achieved through land use planning, but it is only one part of a much larger solution.

Fiscal Impact Model

Fiscal Impact Analysis (FIA) is a technique used to gauge the potential and periodic (e.g., annual) public financial effects of land use decisions. Typically considered are the public revenues potentially directly generated by the Master Plan, as well as the associated public operating and capital costs. The key input variable to the fiscal impact model is the absorption of land use by land use type. The model performs a cost-revenue analysis that estimates periodic operating and maintenance, and capital costs and revenues incurred by the City, whereby the revenues associated with growth under the Master Plan are compared to the public costs generated by growth under the Master Plan.

The fiscal impact model was previously developed using a baseline projection of land use absorption by land use type, along with projected population and employment. The land use absorption in the fiscal impact model was reconciled with the land use absorption in the SAAM, so that the baseline case in the fiscal impact model would be consistent with the baseline projections in SAAM. Changes to land use for each of the four strategies were then introduced into the fiscal impact model to measure their effects on City revenues.

The fiscal impact analysis for the Master Plan assumes that the current standard for delivering City services remains constant over time. Furthermore, it is assumed that capital expenditures of all scenarios remain consistent with baseline projections. Although some reduction in capital costs is expected as less infrastructure is constructed under the various strategies, it was felt that keeping capital costs constant reflects a conservative estimate of financial differences derived from implementing one or more of the strategies. Therefore, changes to total assessed property valuation as

an indicator of changes to City revenues are reported to reflect financial implications regarding the City's ability to pay for delivery of public services.

Conclusion

The results indicate that significant advancements in key quality of life attributes can be achieved by implementing the strategies outlined in this document. For example, by increasing the incidence of mixed-use, residential/commercial development at slightly higher densities in the Downtown, at redevelopment sites at major arterial intersections, and in the northwest Town Center, a ten percent reduction in Vehicle Miles Traveled (VMT) can be achieved. Not only do these results occur within the City's jurisdictional boundaries, but they also occur throughout the Las Vegas Valley. Reduced travel leads to reduced auto emissions and cleaner air. In addition, City revenues are projected to increase as a result of increases to total assessed property valuation over the next twenty years, particularly under the Downtown Strategy.

Table B2 displays output from the modeling process. It is interesting to note that the strategies appear to be complementary and not mutually exclusive. Each of the strategies provides improvements over the Baseline condition. The Composite Strategy yields livability improvements similar to those of the individual strategies. The results show that the development of Downtown and mature neighborhoods can generally be achieved in concert with a strategy that accommodates growth in newly developing areas in a manner that improves the quality of life for all citizens.

The many benefits of infill development and redevelopment in downtowns and mature neighborhoods have been well documented. The importance of livable neighborhoods and a healthy Downtown to the long-term economic and social viability of the City of Las Vegas is a consistent theme among elected officials and community leaders. The results of the modeling exercise provide empirical evidence that validates the strategies presented in this document. The advantages of the Composite Strategy, in particular, are especially noteworthy.

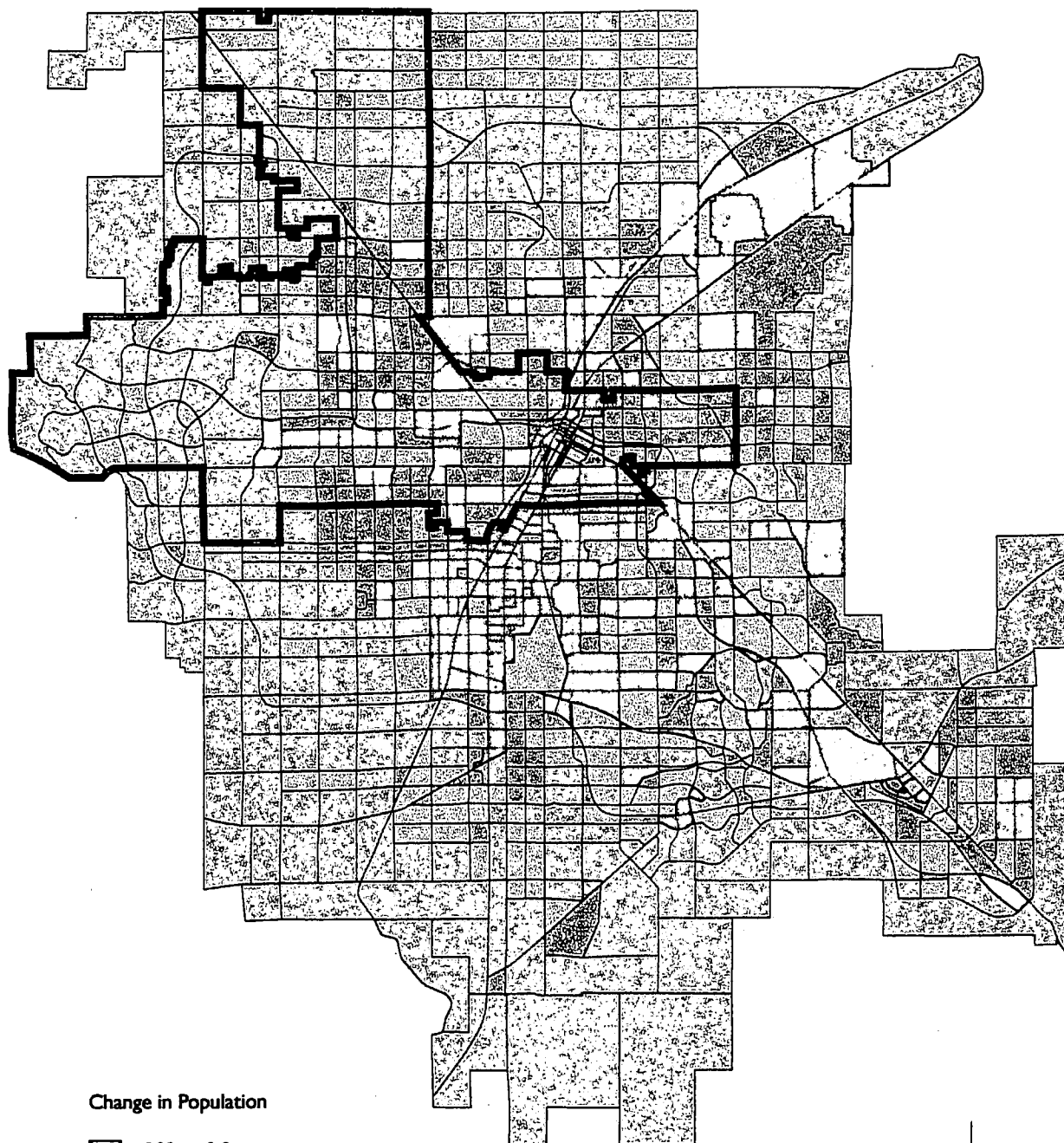
Table B2. Planning Variables

	Baseline 2000	Baseline 2020	Downtown Strategy	Neighborhood Strategy	Northwest Strategy	Composite Strategy
<i>Demographics*</i>						
Population	504,970	762,349	777,540	776,322	792,513	802,066
Employment	167,739	286,847	300,306	285,588	285,083	305,399
Persons per Acre	5.9	8.8	9.0	9.0	9.2	9.3
<i>Land Use*</i>						
Absorption	n/a	32,750	32,586	31,957	27,491	25,983
Developed Area	50,567	83,317	83,153	82,524	78,058	76,550
Vacant Land	35,819	3,069	3,233	3,862	8,328	9,836
<i>Housing Type*</i>						
Single Family	58.8%	65.1%	65.0%	65.3%	64.6%	63.8%
Multi-Family	41.2%	34.9%	35.0%	34.7%	35.4%	36.2%
<i>Transportation**</i>						
VMT	39,769,118	66,806,187	60,998,171	60,911,694	61,185,291	61,212,848
VMT/capita	31.3	27.8	25.4	25.3	25.4	25.4
<i>Fiscal Impact*</i>						
Assessed Value Change from Baseline	n/a	n/a	\$193,561,567	\$11,358,693	\$74,096,818	\$156,392,616
<i>Air Quality**</i>						
Change in Mobile Emissions (Tons Per Day)	CO (carbon monoxide)		-56.4	-57.2	-54.6	-54.3
	HC (hydrocarbons)		-12.1	-12.3	-11.7	-11.6
	NOx (oxides of nitrogen)		-9.2	-9.4	-8.9	-8.9

*Figures reported for City of Las Vegas.

**Figures reported for Las Vegas Valley.

The models used in this analysis are constantly being revised as new technologies become available. In addition, the fast pace of development requires constant updating of source data. At present, these distinct models are not truly integrated, although it is already becoming possible to use them together in a coordinated and thoughtful fashion. As the City's modeling proficiency continues to expand, and as the models themselves begin to dovetail more smoothly, it should become possible to integrate these tools with increasing effectiveness into ongoing policy discussions central to the City's future. Such models are no substitute for thoughtful analysis, but they can be an invaluable supplement to it.

Map B I**Baseline Valley Population Growth
2000 to 2020****Change in Population**

□ -209 - 0.9

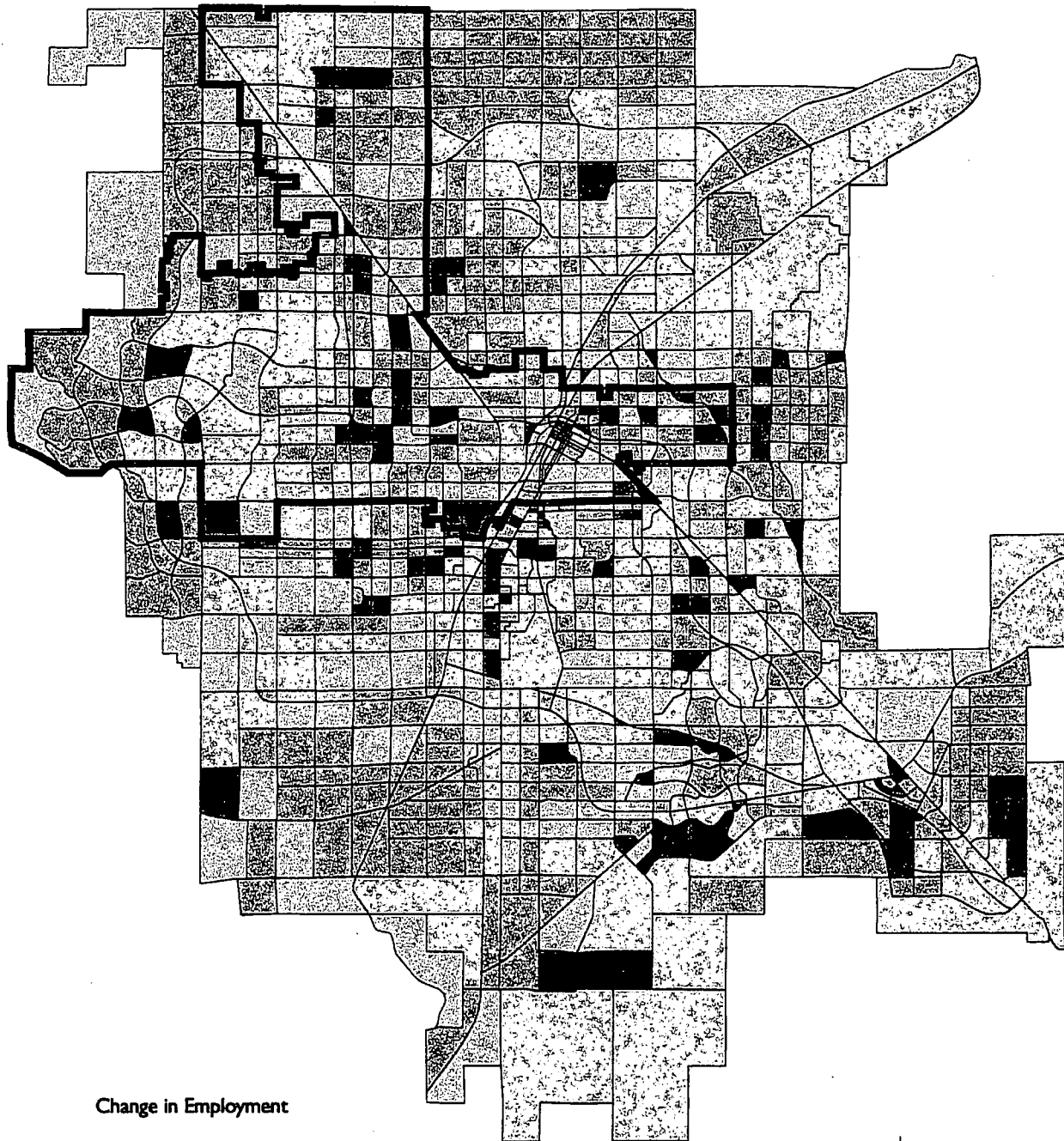
■ 1 - 422

■ 423 - 1197

■ 1198 - 25361

■ Current City of Las Vegas Boundary



Map B2**Baseline Valley Employment Growth 2000 - 2020**

Change in Employment

■ -157 - 0

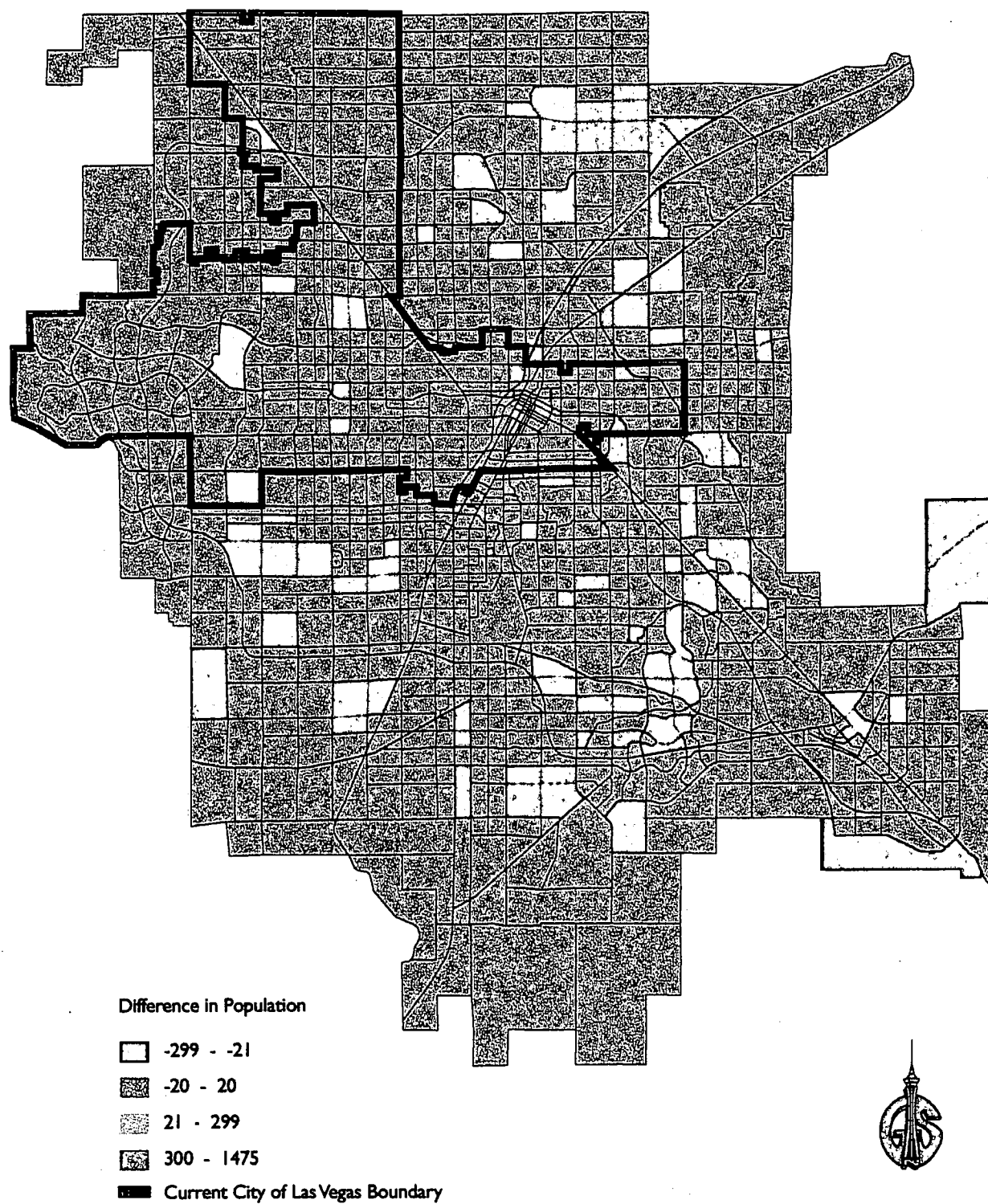
■ 1 - 93

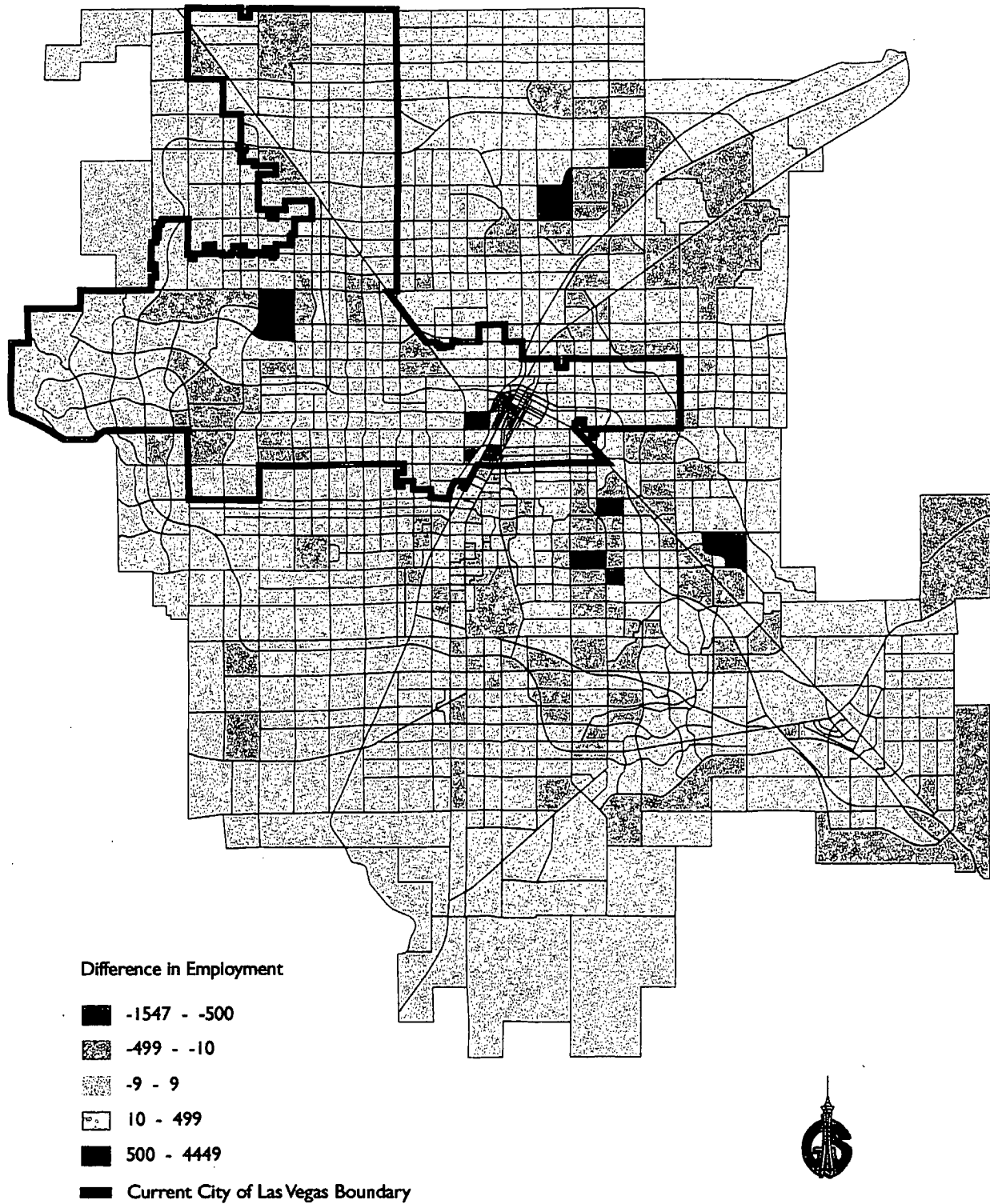
■ 94 - 359

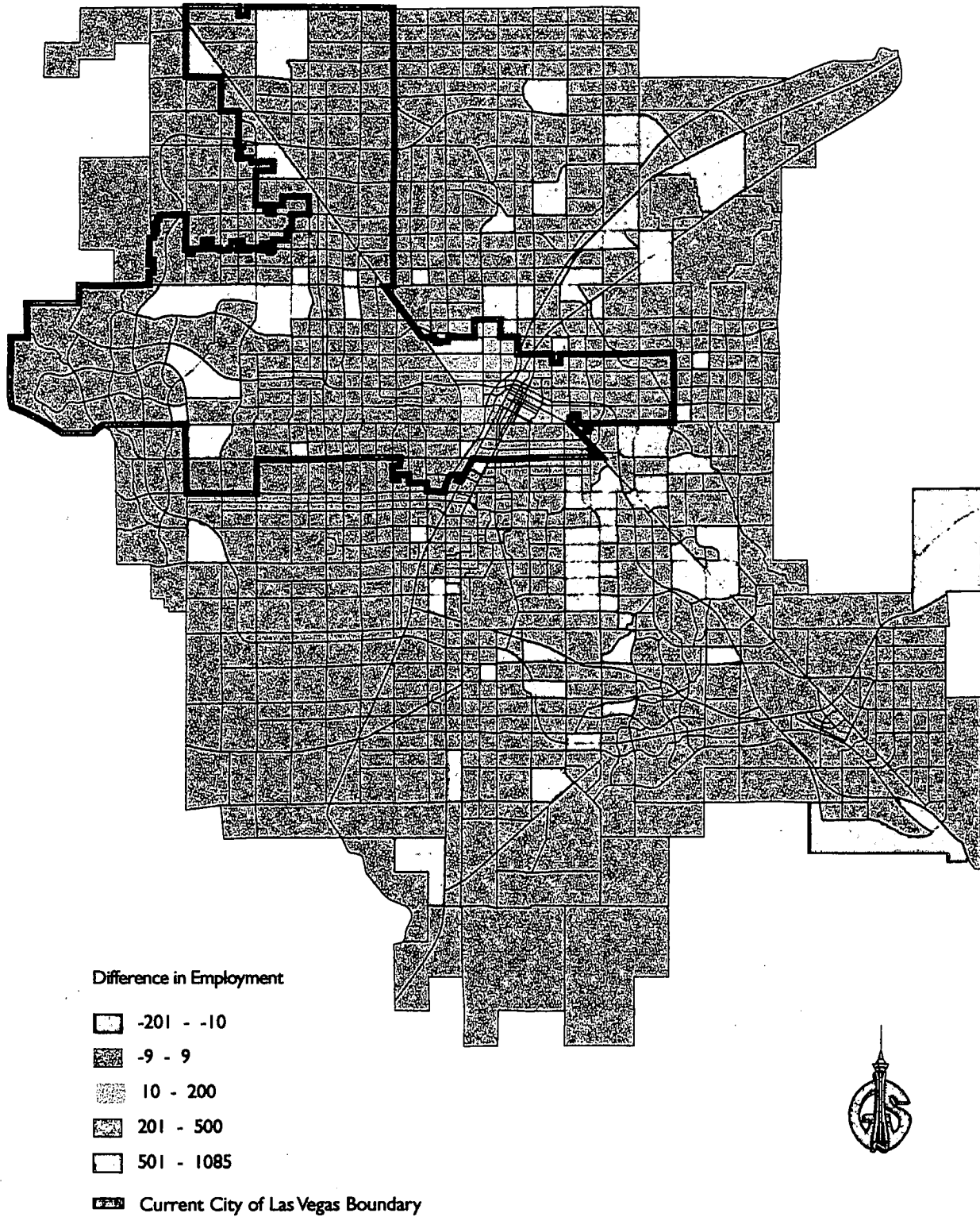
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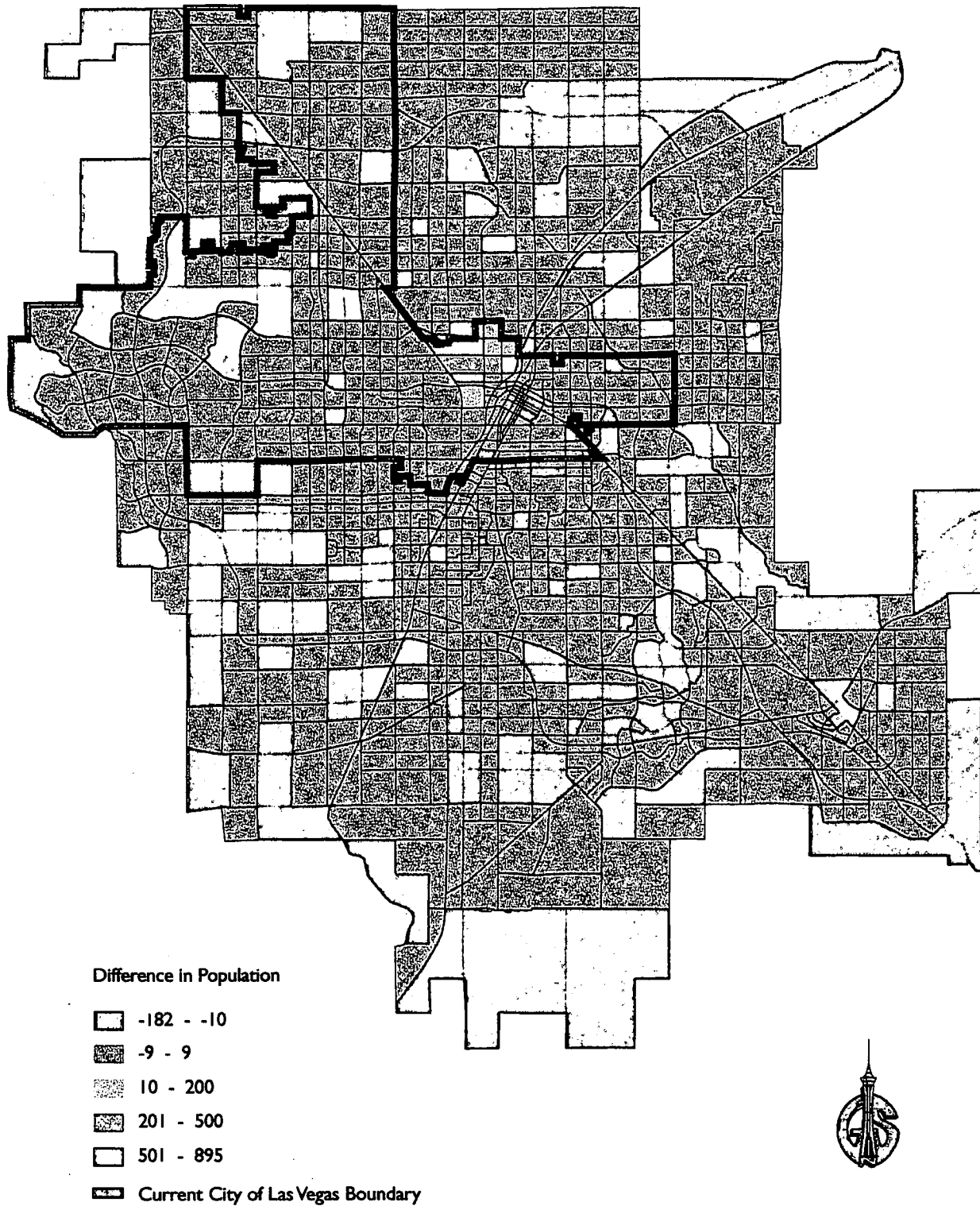
■ Current City of Las Vegas Boundary

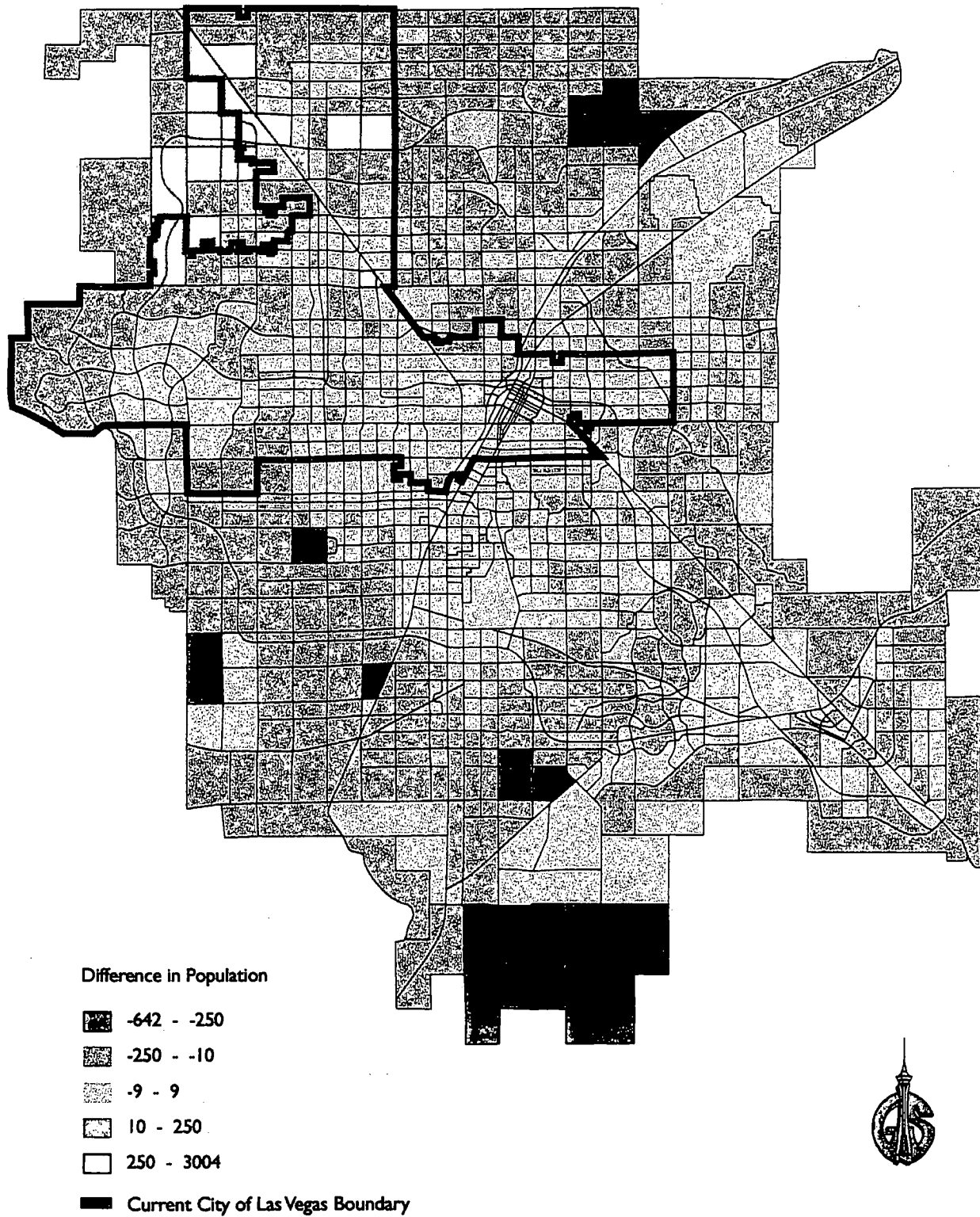


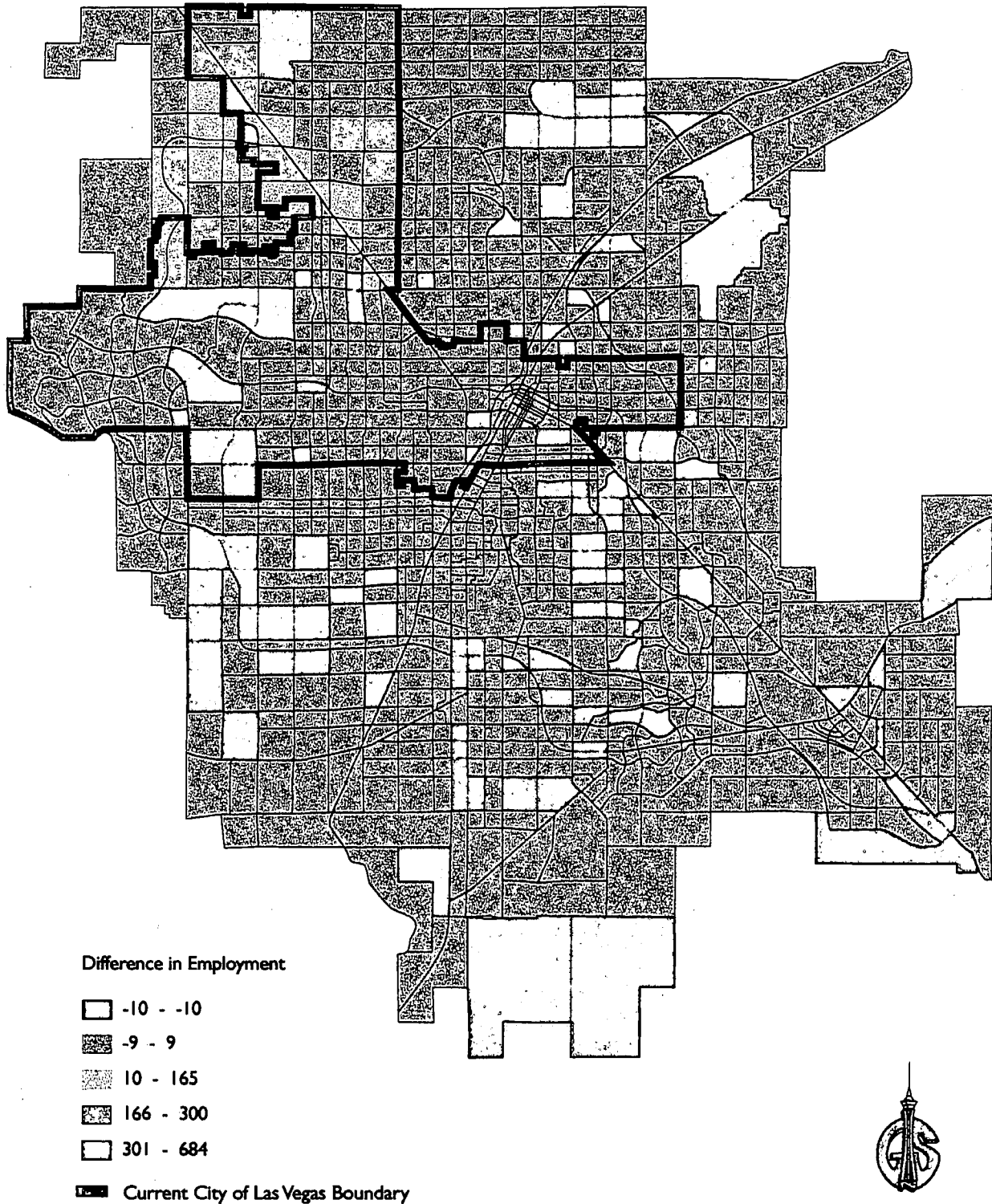
Map B3**Comparison of Baseline 2020 and
Downtown 2020 Population**

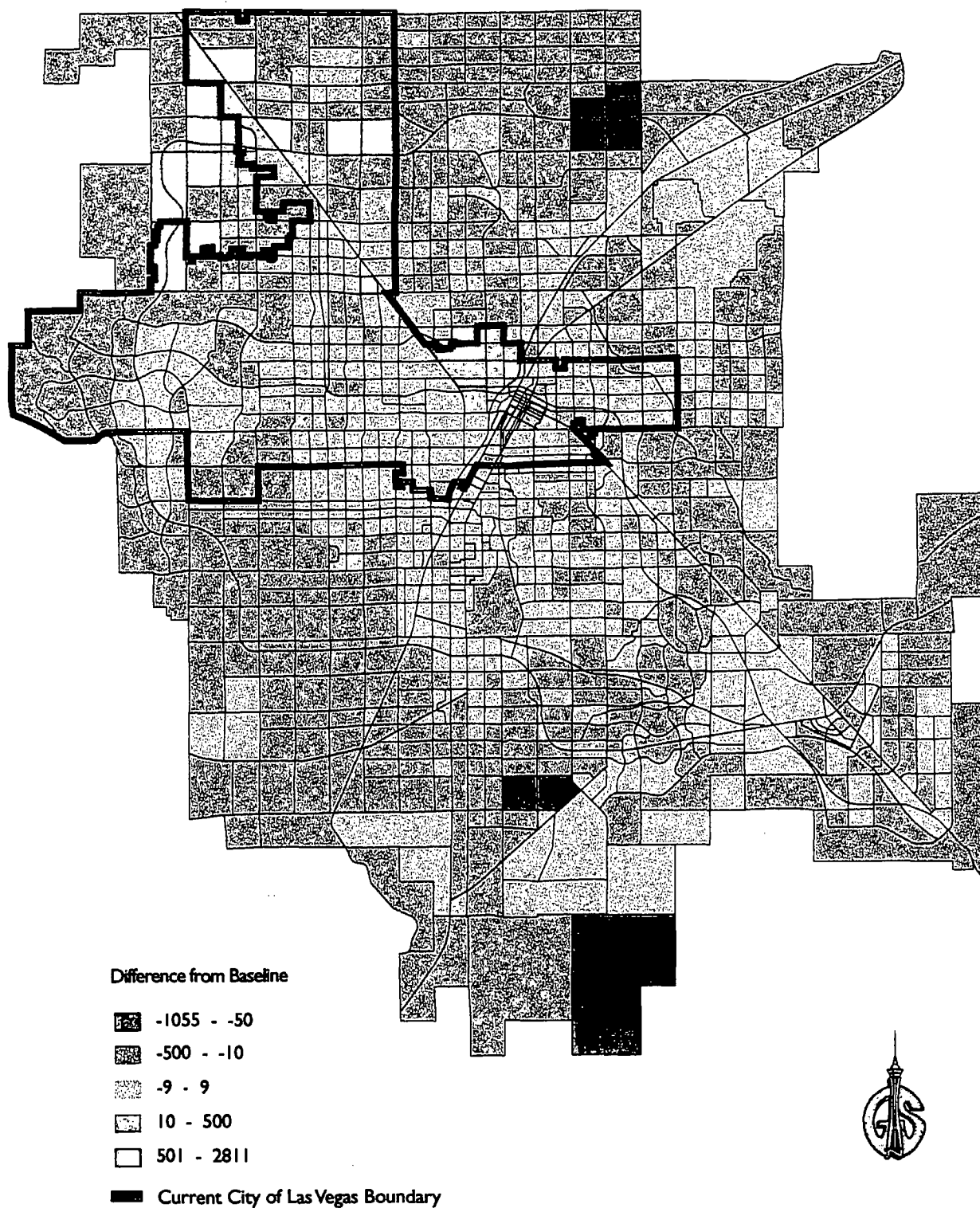
Map B4**Comparison of Baseline 2020 and
Downtown 2020 Employment**

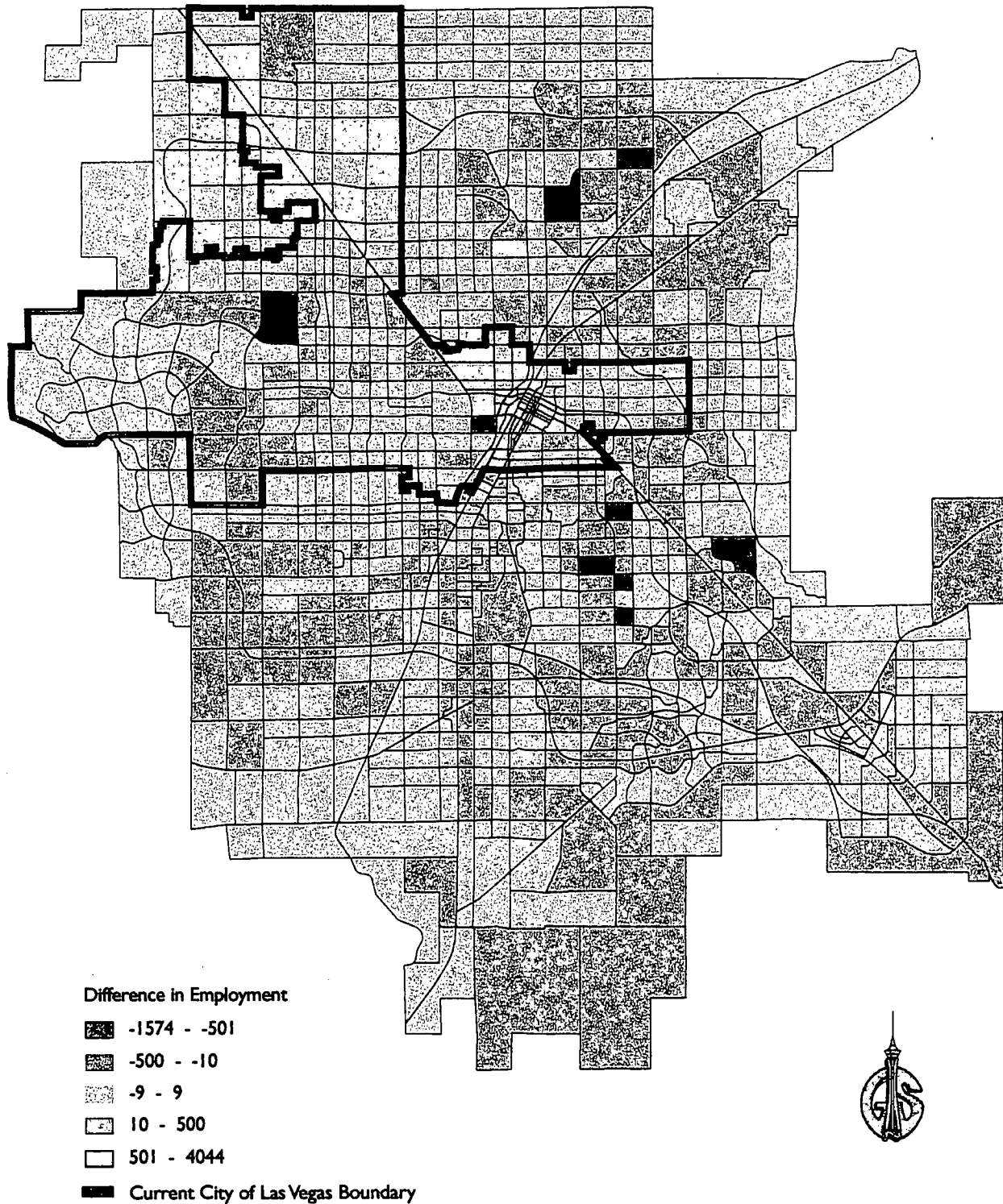
Map B5**Comparison of Baseline 2020 and
Neighborhood 2020 Employment**

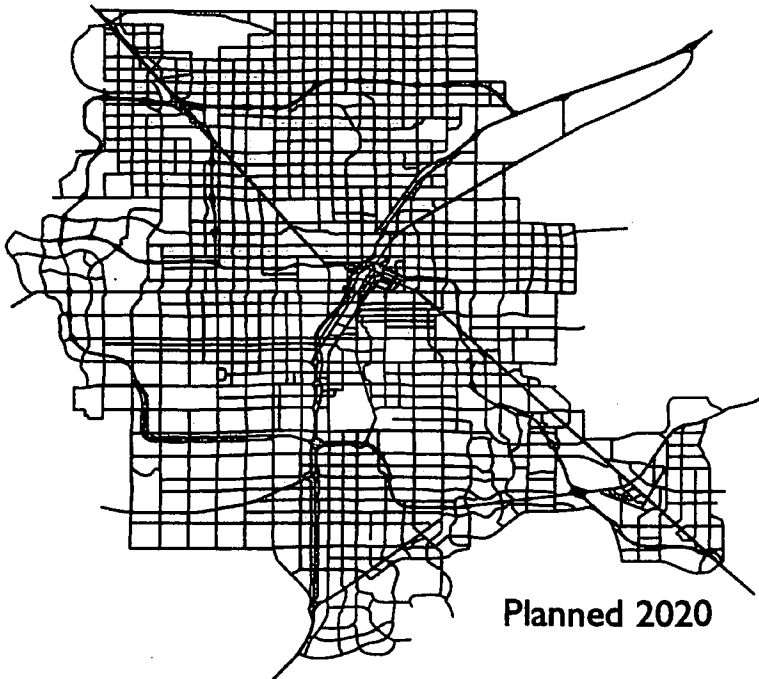
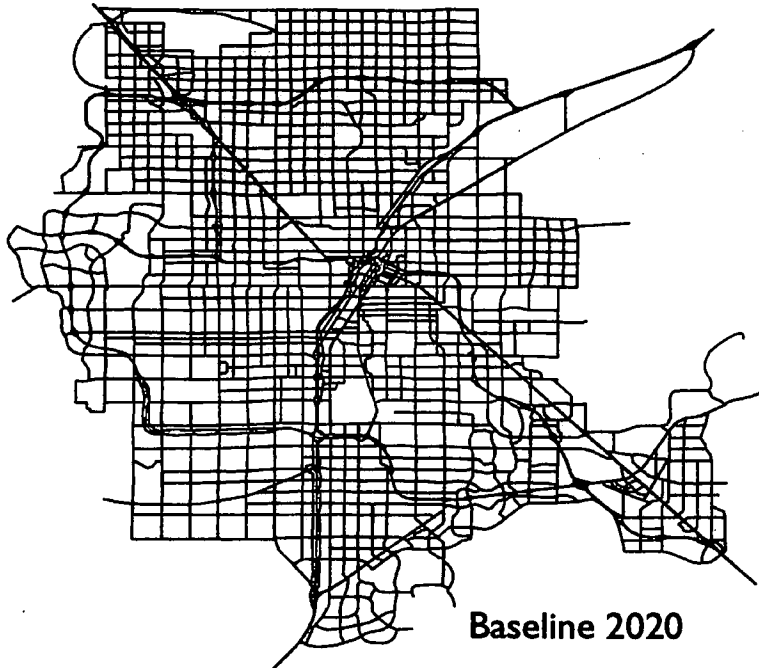
Map B6**Comparison of Baseline 2020 and
Neighborhood 2020 Population**

Map B7**Comparison of Baseline 2020 and
Northwest 2020 Population**

Map B8**Comparison of Baseline 2020 and
Northwest 2020 Employment**

Map B9**Comparison of Baseline 2020 and
Composite 2020 Population Projections**

Map B10**Comparison of Baseline 2020 and
Composite 2020 Employment**

Map B11**Comparison of Baseline 2020 and
Master Plan 2020 Roadway Volumes / Capacities**

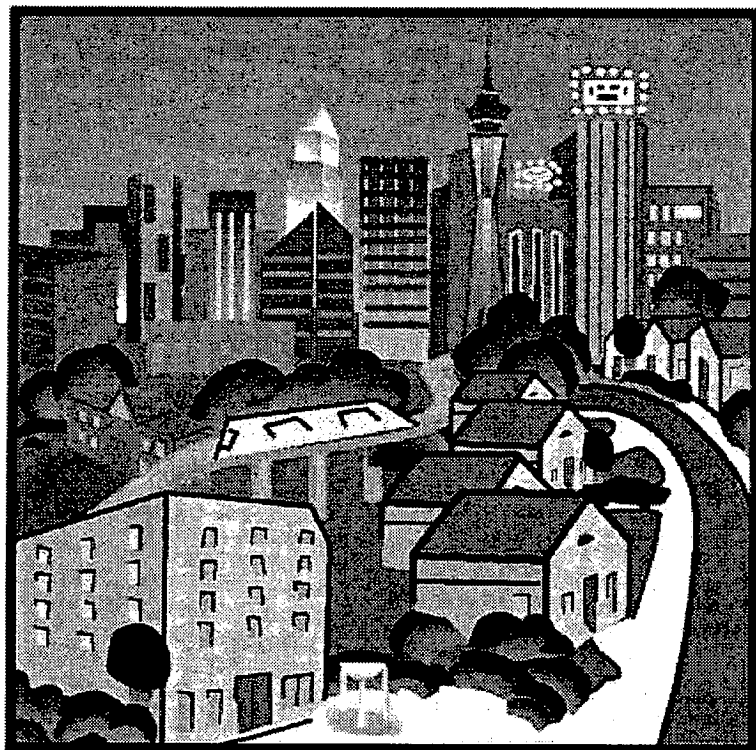
-  No Congestion
-  Some Congestion
-  Serious Congestion



Diversity
To
multiculturalism

VISION

SMART
growth



appendix C



Proposed Schedule for the Las Vegas 2020 Master Plan

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
	1999				2000							
• Model Selection / Training												
• Background Research												
• Draft Plan												
• Charrette												
• Develop												
• Model Scenarios												
• Technical Committee												
• Steering												
• Planning Commission												
• City Council												
• Web Site Survey												
• Public Meetings												
• Public Awareness												